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THE CITY OF CONCORD



SALUTES OUR
FIGHTING MEN
IN VIETNAM

THE CITY OF CONCORD



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FIGHTING MEN
IN VIETNAM

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DEDICATION

This 1966 Annual Report
of the
City of Concord, New Hampshire
is dedicated to
the members of our armed forces
serving in Vietnam,
and especially
to the memory of those Concord men
who have given their lives in this
conflict,
that freedom and democratic
government may
be the right of all people



Mayor Quinn proclaims May, 1966 Official Savings Bank Month as little Penny Hondrogen deposits her coins in the Bunny Bank and Eugene Woodward, representing the Concord mutual savings banks, looks on.

BOARD OF ALDERMEN



MEMBERS OF THE 1966-67 BOARD OF ALDERMEN. First row: Alderman Edna C. McKenna, Mayor Quinn, Marjorie B. Foote, Clerk. Second row: Aldermen David E. Tardif, Winfield J. Phillips, William A. Stevens, Clyde E. Wilber, Malcolm McLane, former City Solicitor Daniel E. Donavon, Jr. Third row: Aldermen Allen R. Wiren, Joseph C. Musumeci, Roland F. Fletcher, John H. Morrill. Fourth row: George A. Stohrer, Jr., William H. Perry, William P. Gove, Robert D. Branch.

The Board of Aldermen consists of 15 members, six Aldermen-at-Large elected for terms of four years, with three of the six elected every two years, and nine Ward Aldermen elected for terms of two years each. The Mayor is chief executive of the city and is elected for a two year term. In addition to his many other duties, he presides at all meetings of the Board.

Regular meetings of the Board of Aldermen are held on the second Monday of each month in the Council Chamber at City Hall. Due to the increased volume and pressure of matters requiring Board action, a resolution was adopted at the regular June meeting providing for an additional meeting to be held each month, excepting June, July and August.

Held 12 regular meetings, 12 special meetings, eight recessed meetings and 11 public hearings.

Adopted 90 resolutions and 46 ordinances.

YOUR CITY OFFICIALS — 1966

ASSESSORS

Edward L. Bartlett
Richard L. Towle
Graham E. Fogg

CEMETERY SUPERIN- TENDENT

Edward L. Howland

CHIEF OF POLICE

Walter H. Carlson

CITY CLERK

Mrs. Marjorie B. Foote
City Clerk Emeritus
Arthur E. Roby

CITY SOLICITOR

Verdi McKay

CITY TREASURER

Mrs. Violet P. Constant

CIVIL DEFENSE DIRECTOR

Richard D. Brodeur

DIRECTOR OF RECREATION & PARKS

John W. Keach

DIRECTOR OF WELFARE

Miss Gertrude E. Watkins

DISTRICT COURT

Donald Matson, Justice
Francis E. Perkins,
Associate Justice
Mrs. Marie MacPhail, Clerk

ENGINEERING INSPECTOR

Ellsworth B. Philbrick

FINANCE DIRECTOR

Verne F. Santas, Jr.

FIRE CHIEF

Earl G. Giles

HEALTH OFFICER

William W. Frost, Jr., M.D.

JUVENILE OFFICER

James M. Ceriello

LIBRARY DIRECTOR

Mrs. Lois R. Markey

OVERSEER OF THE POOR

Edward H. York

PERSONNEL & PURCHASING DIRECTOR

Thomas S. Pingree

PLANNING DIRECTOR

Gustaf H. Lehtinen

POUND KEEPER

Charles C. Hoagland

SANITARY INSPECTOR

George A. Hill

SEALER OF WEIGHTS & MEASURES

Harold L. Bradford

SUPERINTENDENT OF PUBLIC WORKS & CITY ENGINEER

Ronald H. Ford

TAX COLLECTOR

George West

WATER SUPERINTENDENT

G. Arthur Faneuf

CITY BOARDS — 1966

PERSONNEL ADVISORY BOARD

Samuel I. Schneider
Gerard M. LeBron
Allan L. Mitchell

BOARD OF PLUMBING EXAMINERS

Ellsworth B. Philbrick
Joseph J. Keane
Earl A. Banks

TRUSTEES, TRUST FUNDS

Violet P. Constant
Richard G. Williamson
Robert M. Beyer

CITY PLANNING BOARD

Pasquale V. Rufo
Dudley W. Orr
John Swenson
Douglas N. Everett
Lt. Gen. Edward H. Brooks
Stuart Hancock

Ex Officio:

Mayor J. Herbert Quinn
Ronald H. Ford,
City Engineer
Robert D. Branch,
Alderman-at-Large

BOARD OF HEALTH

William W. Frost, Jr., M.D.
A. Craig Campbell, M.D.
Burton R. Nault, M.D.

ZONING BOARD OF ADJUSTMENT

Carl G. Bartlett
Frank J. Preston
Richard N. Peale
Bernard McAlpine
Raymond K. Perkins

BOARD OF APPEAL

Carroll Garland
Robert A. Foster
William Johns
Arnold Perreton
Preston W. Colbroth

BOARD OF LIBRARY TRUSTEES

Mrs. Nyleen Morrison
Mrs. Walter S. Newton
W. Duer Thompson
Chester G. Larson
Mrs. Mary Farnum
Mrs. Mildred T. Melvin
Mrs. Genevieve Soule
Dr. Maurice Green

BOARD OF REVISION OF ASSESSMENTS

Verne F. Santas, Jr.
Chairman
Ronald H. Ford
James A. Taylor
Archie N. Gourley
Verdi McKay

LICENSING BOARD

Mayor J. Herbert Quinn
Walter H. Carlson,
Police Chief
Earl G. Giles, Fire Chief

BOARD OF HOUSING STANDARDS

Ronald H. Ford
William W. Frost, Jr., M.D.
Earl G. Giles

PROGRESS REPORT — 1966



New Merrimack River Bridge and overpass with ramps, taking Interstate Highway 93 over Bridge Street, completed and opened to traffic.

Planning continued on Capitol Plaza North urban renewal project. The proposed Concord project received federal approval and \$1.8 million in federal funds set aside. The project would include an area of approximately 20 acres at the north end of the downtown business area, also relocation of Bridge and Centre Streets to provide an unbroken flow of traffic across North Main Street. The Concord Housing Authority will

take a formal request for approval of the project to the Board of Aldermen early in 1967.

South End Highway Improvement Project study made for relief of traffic congestion at Water, West and South Main Streets; also, a study made of traffic conditions in the vicinity of the new Federal Building.

A site selected and Camp, Dresser & McKee, consultants, authorized to proceed with plans and specifications for construction of a water filtration plant.

Durgin Street Parking Lot enlarged and altered to permit orderly traffic flow for new drive-in banking facilities.

Complete reappraisal of real estate in Concord contracted for, field work completed and review phase of the project started.

Land acquired, construction plans drawn and bond issue secured for expansion of Beaver Meadow Golf Course.

The City purchased property on Iron Works Road and on Penacook Street for future recreation use.

New Water Department office building, Concord Heights Fire Station and addition to Concord Public Library completed and occupied.

PERSONNEL AND PURCHASING DEPARTMENT

The Personnel & Purchasing Department is responsible for all city purchases, personnel actions, maintenance of City Hall and Auditorium and booking events to be held in the Auditorium.

Processed some 3,900 purchase orders, covering the legion of items needed for the efficient operation of a city, as well as construction of buildings, sewers, sidewalks and streets.

Handled more than \$260,000 in new construction and major equipment purchases through formal bidding procedures.

Negotiated for sale of used equipment and timber on City forest lands, realizing almost \$9,000 on the sales.

Processed 550 personnel actions for permanent and temporary positions.

Participated in one major departmental appointment in 1966 — that of John Keach to the position of Director of Recreation & Parks.

Ran continuing examinations for Firefighters through cooperation with the State Department of Personnel — filling 18 vacancies in the department.

Held examinations for Fire Department Captains and Lieutenants — Of 23 men tested, 11 qualified and existing vacancies were filled.

An ordinance was passed giving city employees Friday off when a holiday falls on a Saturday and to observe Monday as a holiday when the holiday occurs on a Sunday.

The Director was authorized to interview appraisal firms for the cost of revising the city employee Classification and Compensation Plan.

City employees received a 16% salary increase, effective in May, 1966.



City Engineer Ronald H. Ford presents a card and gift certificate from City Hall workers to Shirley Clark, a 40-year veteran with the Public Works Department, who retired in December.

A "NEW LOOK" AT CITY HALL



City Hall took on a new external look also. Here a Public Works crew install new granite curbing in front of the building to protect the lawn from misuse and wear.

Transfer of the Water Department office to the new Flanders Building and two public service organizations to the Kennedy Apartment Building, plus the need for more work and storage space by several city departments, made necessary extensive renovation of offices at City Hall. The sum of \$18,000 was allocated for this purpose. The work was performed by skilled employees of the Public Works Department.

In late spring the City Clerk and staff moved into the former Water Department rooms on the southeast corner of the building. This arrangement vastly improved working conditions and provided much needed

additional storage space, as well as a private office for the Clerk. The Assessing Department office was expanded into the old City Clerk's office, providing necessary additional work space and a new conference room. Redecorating was done in the Mayor's Office and a new rug and drapes installed.

On the second floor, the Personnel & Purchasing Department office, created the previous year, was expanded to include two rooms and the area formerly occupied by the Visiting Nurse Association was renovated to accommodate the new Building & Inspection Department. The ladies room on the second floor was relocated.

Family Service vacated the space it had long occupied on the north side of the third floor. New offices were created there for the N. H. Tuberculosis Association, relocated from the second floor, and for the new Office of Economic Opportunity.

PLANNING DEPARTMENT

The physical and human city requires well prepared plans if it is to function at its economic and aesthetic best. By its consideration of immediate and long-range projects the Planning Board attempts to promote the orderly development of the city. Its recommendations are forwarded to the Board of Aldermen for their information and appropriate action.

Recommended to the Board of Aldermen that the City of Concord approve the proposed relocation of Bridge Street from North Main Street to the Interstate 93 Interchange as a Federal-urban highway project, and that the Board authorize construction of this four-lane downtown access highway.

Reviewed the engineering consultant's report on the South End Highway Improvement Project, and recommended to the Board that the Mayor be authorized to request the State Highway Commissioner to program construction of this expanded highway system as a Federal-urban highway project.

Approved the proposed widening of a portion of Pleasant Street easterly of Concord Hospital to provide a deceleration lane for traffic entering the hospital grounds.

Recommended that the City of Concord purchase the Woods property on Penacook Street for future highway use in connection with the mapped lines of the Northwest By-pass, so-called, and for possible recreation use.

Sought authorization from the Board of Aldermen to map the lines of future streets in accordance with the long range plan of the South End Highway Improvement Project.

Studied future traffic and parking requirements in the vicinity of the new Federal Building, and recommended guidelines for future action by the Board of Aldermen in this regard.

Recommended negotiation with the Concord National and Concord Savings Banks to exchange land at the Durgin Street parking area to provide additional parking capacity and improve space and aisle arrangement.

Recommended establishment of a municipal parking lot in the Pleasant-Fremont-Green Street area opposite the new Federal Building.

Prepared the annual application for recertification of Concord's Workable Program for Community Improvement for submission to the Department of Housing & Urban Development.

Recommended that the City enter into a cooperation agreement with the Concord Housing Authority for the construction of 100 units of public housing for low-income families.

Adopted a resolution approving the Capitol District Plan as a refinement of the Master Plan of the City of Concord, and adopting the Plan as a guide for the development of the district in which the urban renewal area is located — Reviewed and concurred with proposed zoning changes to effectuate and implement and the Urban Renewal Plan.

Recommended that the City seek the cooperation of the U. S. Corps of Engineers in conducting a Flood Plain Information Study of the Merrimack River Valley from the Bow townline northerly to Sewalls Falls.

Prepared a complete new set of planning base maps, assisted by consultants under the Federal 701 planning assistance program.

Started comprehensive revision of the Concord Zoning Ordinance late in 1966, assisted by consultants under a Federal planning assistance grant — A preliminary draft of the revised ordinance was received in December.

Recommended that the City seek admittance to membership in the Southern New Hampshire Planning Commission.

Recommended purchase of property in the South End and at a location midway between East Concord and Concord Plains, in cooperation with the Concord Union School District for future playground-school facilities.

Favored introduction of legislation at the 1967 session of the General Court to secure the recreational potential of the Merrimack River above Sewalls Falls, by having the State acquire and maintain the dam formerly operated by Concord Electric Company.

Evaluated proposals and recommended a site for the proposed water filtration plant.

Advised favorable action on three petitions for water system extensions totalling 1,770 feet of main — Denied proposed 4,200 foot water extension in South Curtisville and Curtisville Roads, due to lack of sufficient residential development there.

Recommended creation of a committee to meet with the Selectmen of Boscawen to study plans for a joint sewage disposal system.

Recommended favorable action on petitions for construction of 2,600 feet of sanitary sewer extension in South Main Street, Penacook, and for construction and relaying of sewer mains in other locations.

Recommended that the Bradley Monument on Pleasant Street be moved to a new site to be acquired from Concord Hospital, and that it be maintained by the City as a historical marker.

RECORDS DEPARTMENT

As guardian of the city's records, the City Clerk's Office probably deals more directly and intimately with the personal lives of Concord citizens than any other city department. Need for a certified copy of a birth, marriage or death record; a license for the family pet; the successful discharge of a chattel mortgage; a question regarding voter registration and many other matters bring hundreds of people to the Clerk's Office each year.

Recorded vital statistics for the year 1966, compared with 1965, as follows:

	1966	1965
Births	989	963
Marriages	412	398
Deaths	648	725

Filed 2,497 uniform commercial codes, and recorded 163 discharges of same.

Received and turned over to the City Treasurer a total of \$16,302.95 in sundry fees.

Issued 2,442 dog licenses.

Issued 415 marriage licenses.

Furnished 1,658 certified copies of vital records.

The City Clerk, as Clerk of the Board of Aldermen, attends all meetings and participates by reading each item on the agenda as it is taken up. Her voice is familiar to everyone who listens in on radio broadcasts of Board proceedings.

Attended 43 meetings of the Board of Aldermen.

Prepared agenda for all regular and special meetings of the Board of Aldermen, providing all members of the Board and news media with copies of agenda items.

Prepared and distributed minutes of meetings to members of the Board of Aldermen, department heads and other interested persons.

ELECTIONS



*City Clerk Marjorie Foote swears in Paul Rinden
as City Solicitor*

1966 was a state-wide (biennial) election year in which top offices of the state government were voted on as well as many minor officials. The State Primary was held on September 13, and the Biennial Election on November 8, 1966.

The City Clerk is responsible for conducting elections in Concord. In addition to keeping accurate records thereof, she must arrange for the physical materials needed such as the setting up of voting booths, meals for election officers on Election Day, distribution of ballots and clerical materials to the various polling places, and other details.

This year Concord became the only city in the state to have its supervisors of the checklists elected for staggered terms of two, four and six

years. The State Attorney General ruled that the same state law which requires this in the towns of the state applies to Concord, since there is no specific provision regarding the checklists in the city charter and it states that “the general laws” shall be applicable.

Received filings for elected offices as follows:

Representative to the General Court	31
Ward Officials (Clerks, moderators and supervisors)	59
Delegates to State Convention	24

Received 515 applications for absentee ballots — Received 451 completed ballots in time for delivery to the various wards prior to closing of the polls on election night.

A total of 10,332 votes were cast at the Biennial Election representing approximately 66% of the eligible voters in the City of Concord.

CIVIL DEFENSE



A Rescue Squad member, wearing one of the government surplus canister masks secured for CD use.

Concord's Civil Defense organization continued to operate out of its headquarters in the basement of City Hall. This was a busy year for the director and staff with much paper work in addition to the following activities.

Held Shelter Manager's Course conducted under the CD Training Program of UNH; Disaster Seminar for city department heads, CD staff and Rescue officials; adult education and Medical Self-help courses.

Published the Monthly Newsletter and annual CD Progress Report and distributed both to a mailing list of over 250 — Our Newsletter took second prize in the national contest.

Submitted reapplication for matching funds to create an emergency operating center in basement of Central Fire Station, which was approved — Plans include funds for control center, utilities and emergency generator.



Movie and slide shows are an important part of the CD public information program. Training Officer Lawrence Beede prepares to show a training film using the CD projector while Al Brochu looks on.

Started conversion of Gonset Communicators used in the RACES network to crystal control of the transmitting and receiving circuits — This project will be completed in 1967.

Installed Rollins Park siren on a single pole and standardized this with the other five units in operation.

Set up and operated a booth at the Kiwanis Trade Fair.

Conducted checkerboard test alerts at frequent intervals.

Penacook Rescue Squad responded to 84 calls during 1966: 14 oxygen calls, 21 emergency calls, eight fires, nine auto accidents, 17 calls to provide transportation to hospital, 12 standby emergencies and six non-emergencies.

Initiated alerting of Rescue Squad by 2100 cycle per second tone over Fire Department radio.

Compiled and distributed 1000 fire alarm cards.

Tested sirens every Saturday at 11:00 a. m.

The Rescue Squad conducted 24 training sessions.

Added the following new equipment: Davis explosion meter to determine explosive qualities of gas and air mixtures, two Back Pak acetylene cutting torches and a walkie-talkie on Fire Department frequency.

FIRE DEPARTMENT

A fast, efficient fire fighting force helps limit major damage to both property and people. Concord's Fire Department strives to provide the best fire protection through training courses for department personnel, the latest in fire fighting equipment meticulously maintained and a continuous program of public education in fire safety.

Added 13 new Fire Department positions, raising the total force to 79 men. Lack of qualified candidates to fill all the new positions made it necessary for existing personnel to work extra duty to provide adequate coverage for apparatus.

Several members of the department attended training courses in fire fighting methods — Staged a demonstration at the annual training session sponsored by the New Hampshire Fire Chief's Club at Fitzwilliam, N. H., in September.



Firefighters face personal danger many times in the course of their work. Above, firefighters with axes and water attack an attic fire in a dwelling at 30-32 Walker Street. Three firefighters were injured before this fire was extinguished.

Continued expansion of the fire alarm system on Concord Heights; also, installed 1300 feet of cable on Elm Street, Penacook, and 900 feet on the New Merrimack River Bridge.

Completed and opened new Concord Heights Fire Station officially in August — a two-bay station housing Engine 7, and two men; also, Ladder 7, a 1939 aerial ladder placed in reserve.

Assigned four dispatchers to handle all telephone and radio calls and alarms 24-hours per day, relieving regular fire fighters from this duty.

Completed purchase of new 1000 gpm pumper, 1500 gallon tank truck and fire alarm bucket truck for delivery in 1967 — 1000 gpm pumper ordered in 1965 is to be delivered early in 1967.

Observed Fire Prevention Week in Concord with a parade consisting of 28 pieces of fire apparatus from Concord and 20 neighboring communities, on the evening of October 14.

Set up and manned prize-winning display booth on fire safety at Concord Kiwanis Trade Fair.

Responded to 508 still alarms, 51 box alarms and 38 false alarms.

Conducted 100 investigations and 85 service calls.

Dispatched apparatus in response to 22 calls for mutual aid from other communities.

Fire losses during 1966:

	<i>Est. Value of Property Involved</i>	<i>Fire Damage</i>	<i>Insurance Carried</i>	<i>Insurance Paid</i>
Buildings	\$1,549,400.00	\$ 87,578.61	\$2,151,650.00	\$ 87,578.61
Contents	247,700.00	20,718.45	113,900.00	20,718.45
Total	<u>\$1,797,100.00</u>	<u>\$108,297.06</u>	<u>\$2,265,550.00</u>	<u>\$108,297.06</u>

While value of property involved in fire increased more than 50% over the 1965 figure, fire damage resulting increased only 9% over last year.

POLICE DEPARTMENT

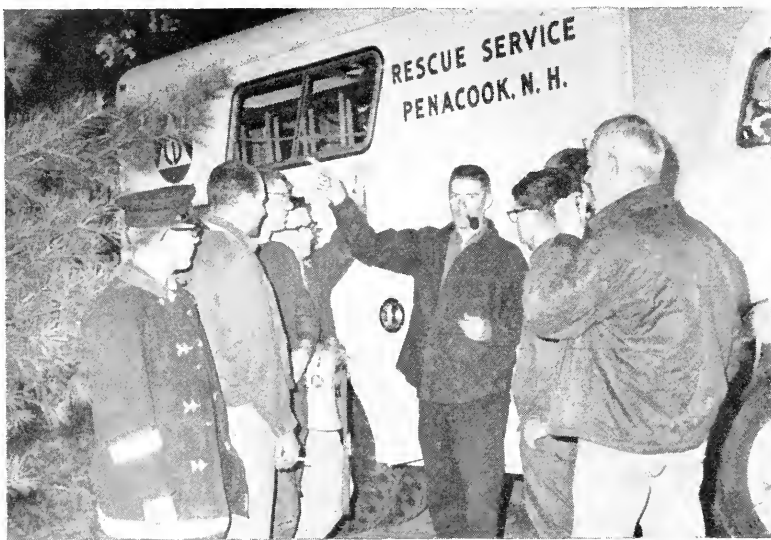
Concord's Police Department, composed of 43 regular officials and patrolmen, is dedicated to the protection of Concord citizens — their lives and property. A force of 52 reserve and special policemen is available for emergency or special duty. Eight persons are employed as school crossing guards.

In spite of the best efforts of our police force crime in Concord, as in other cities, continues to increase yearly. We find the sharpest increase in the burglary and auto theft categories.

The Department recorded 800 auto accidents last year, an all time high. There was, however, no notable increase in resulting personal injuries and only one fatality.

Investigated 2,409 crimes during 1966, 264 more than last year — 90% cleared by arrest.

Of crimes reported, 499 were classified as major crimes (including forgery, burglary, larceny, auto theft, robbery, etc.) — 52% cleared by arrest.



Concord Police, Civil Defense and Fire Department personnel work closely together on many occasions. Here Police Officer Ray Weatherbee briefs members of the Rescue Squad and Firemen participating in a search for a lost person in the Broad Cove Drive area.

Made 2,139 arrest (excluding parking violations), an increase of 84 over 1965.

Made 91 arrests with convictions for driving while intoxicated.

Recovered \$80,992.65 in stolen property out of property valued at \$114,049.91 stolen in 1966. A swindling case and larceny of old coins from a coin dealer not recovered reduced the recovery rate from previous years.

Brought 78 cases before the Juvenile Court — a sizeable increase over 35 cases last year, but fewer than in 1964.

Collected \$57,671.93 in parking fees from meters, an increase of \$1,544.32 over 1965 revenue.

Issued 13,547 tickets for parking violations, an increase of over 1,500 from last year.

Installed four-way flasher at Fisherville Road and Snow Street — Revamped traffic lights at North Main and Bridge Streets in connection with new construction program on Route 93 and Bridge Street.

Received and turned over to the City Treasurer \$3,139.25 in license, permit and ambulance fees and charges for photostats and photography.

Continued the training program in police skills. Twenty officials and men participated in training courses outside the department. Special training for veteran and new men was given in firearms, juvenile delinquency, police procedures, etc. by officials of the department.

The Concord Police Pistol Team won the trophy awarded in the 1966 South Central N. H. Pistol League competition.

Held a testimonial dinner to honor Lt. Campbell and Boy's Club Director James Ceriello on their completion of 25 years service with the department.

Operated an eight-week summer program at Camp Andrews — attended by 144 boys.

Enrolled 360 boys in the Police Boy's Club during 1966 — 70% under 13 years of age.

Conducted a Club program consisting of holiday parties, basketball team, essay contest, bowling league, BB gun shoot and other activities.

HEALTH DEPARTMENT

The Health Department aims to promote the health of the community by making immunization available to all children at nominal cost, receiving and investigating complaints of health law violations, issuing licenses and permits required by law and keeping vital records.

Held 10 public immunization clinics for children at the City Auditorium — 636 persons received protective treatment:

Smallpox, vaccination	128
Diphtheria, whooping cough and tetanus toxoid	284
Diphtheria and tetanus toxoid	39
Sabin oral polio vaccine	185

Received and investigated 34 complaints of health law violations — Most common complaint was lack of proper receptacles for the disposal of refuse.

Issued 249 licenses:

Convalescent homes	3
Milk sales	117
Restaurants or bakeries	99



Concord Hospital completed its 10th year of service to the citizens of Concord and surrounding communities during 1966.

Recorded 639 deaths, a decrease of 71 from the preceeding year (305 were Concord residents, 334 nomresidents) — The month of April, 1966, saw the smallest number of deaths recorded during one month for several years.

Most common causes of death in 1966 compared with 1965 were:

	1966	1965
Diseases of the circulatory system	178	155
Cancer and other malignant tumors	55	50
Diseases of the nervous system	17	24
Diseases of the respiratory system	14	14
Diseases of the digestive system	13	13

Issued permits for burial of 141 persons brought into Concord for burial in city or private cemeteries.

Maintained the public comfort station at Warren Street and Odd Fellows Avenue.

SANITARY INSPECTION

The Sanitary Inspector is responsible for safeguarding the health of consumers through strict enforcement of local and state health laws governing the handling and storage of food, and equipment involved in its preparation and serving. He also deals with problems such as improper rubbish disposal; rodent control; inadequate lighting and sanitation in schools, restaurants and milk rooms.

Many complaints received during 1966 dealt with suspected cases of food poisoning. Some 20 or 30 years ago the chief source of contamination of canned foods was poor construction of containers. With improved containers this problem was reduced, however, today an increase in this type of complaint is noted about foods canned, frozen and otherwise preserved, probably due to poor sanitation and carelessness on the part of personnel.

Made 530 tests on samples of milk, cream and other dairy products.

Made the following inspections during 1966:

Dairies	60	Milk plants	10
Stores	143	Eating establishments	95
Bakeries	12	Wholesale meat houses	4
Trailer parks	23	Schools and nurseries	40
Foster homes	6	Complaints	77

Condemned and destroyed over \$8,000 in stock following a grocery store fire, and \$4,400 worth of groceries contaminated by material used to seal down a new floor in a local market.

Distributed a publication called "Know Your Health Officer," stating responsibilities of food service operators and the inspector, to 88 food handling establishments licensed by the City Health Department — Lectured to Building & Inspection Department personnel on the Hygiene of Housing.

Attended an orientation workshop in Environmental Health and Related Housing Code Administration at the University of Connecticut, May 4-6; and a course by Boston University on Management of Local Health Agencies at Andover Academy, during the week of September 18.



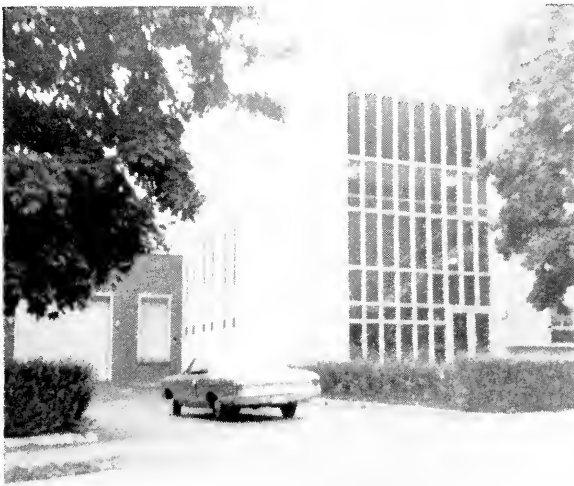
The Sanitary Inspector checks the temperature of dishwater in a local restaurant.

PUBLIC LIBRARY

The major event of this year was the completion of the new addition to the main library building. Its official opening will be held in January, 1967. This addition has added some 10,000 square feet to the total library, including an auditorium with seating capacity of approximately 100. It also includes housing for the bookmobile, which previously had no shelter, and work space for loading and unloading the vehicle. There are, in addition, expanded work areas for the ordering and processing of books and other library materials.

Features of the re-designed library are a refurnished Children's Room adjoining the new Young People's Room and a Parent-Teacher's Room, with their own entrance; new catalog cabinets and tables; a larger and more secluded Reference Room; a Business and Science Room, containing materials on these subjects and study space reserved for adults; and a special Arts and Music Room, housing books on art and music and all audio-visual equipment.

Increased book collection by 5,935, making a total of 121,225 books in the library.



The new library entrance and garage on Prince Street.



Renovation of the entire library structure made possible two new "living room" areas with comfortable chairs (one of which is shown above) at either end of the main library room.

Enlarged collection of framed prints by 22, making a total of 94 prints available for circulation.

Added two new tapes to the collection of tape recordings of book discussions, now numbering 36.

Maintained a collection of 331 recordings, 17 scores and approximately 50 books on music and musicians in the Ruth May Music Room.

Subscribed to 350 magazines and 20 newspapers, representing diversified interests and wide geographical coverage.

Held story hours for children weekly at the main library and Penacook Branch during the school year, and at eight of the city playgrounds during the summer.

Circulated 318,222 books in 1966 to 27,314 registered borrowers.

Circulated 77,699 volumes to outlying areas of the city via bookmobile.

Circulated 1,146 16mm films during 1966 for the enjoyment of 57,360 viewers — a remarkable increase over 418 films circulated and viewed by only 17,516 persons just two years ago in 1964.

Noted continued stepped-up activity at reference and reader's advisor desks, indicating the growing demand for information and increased public awareness of available library materials and services.

The Friends of the Concord Public Library is a citizen's group organized in 1960. Its objectives are: To maintain an association of persons interested in books and libraries; to promote a better understanding in the community of library facilities, services and needs; and to stimulate interest in the giving of endowments and bequests to the library. During 1966 the "Friends" activities included sponsorship of four foreign film shows, a coffee hour and tour of the new construction area during National Library Week, and a very successful book fair in October, at which more than \$2,600 was realized toward purchase of new equipment for the library.



Children make a premature inspection of skating conditions at White Park pond. Ice thick enough for skating rarely forms until early December.

RECREATION AND PARKS



A fountain adds movement and beauty to the water of White Park Pond.

The function of the Recreation & Parks Department is to provide for the citizens of Concord a variety of opportunities for wholesome and interesting use of their leisure time. To this end the department conducts a comprehensive program of year-round activities.

Recreation & Parks Director Robert Ayer resigned to take a position in Pennsylvania. The post was temporarily filled by Miss Betty Abbott until the appointment of John Keach, of Penacook, who took over as director on July 1, 1966.

Conducted programs for children and youth — sports lessons and competitions; square dances; playschools; music school; play sessions for retarded and handicapped children; etc.

Conducted adult programs — physical fitness classes; golf, bowling, basketball and softball leagues; dog obedience classes; Sunset Club; etc.

Featured special events — bank concerts, holiday observances, art show, group trips, winter carnival, Silver Skates Derby, Elk's Field Day, Junior Olympics, etc.

Maintained and operated the Concord Community Center for full-time use October 1 to April 30; with total 1966

participation in all activities at the Center estimated at over 51,215 persons, an increase of 11,665 over last year.

Provided facilities for many private group activities at the Community Center, West Street Ward House, East Concord Community Center, White Park Administration Building, Memorial Field and several playgrounds — Scout groups; local high school athletics; basketball and baseball leagues; bridge, camera and mineral clubs; rifle and pistol practice; Nevers Band rehearsals, Concord Artists, 4-H Extension groups; East Concord Lamplighters and many others.

Provided skating facilities at White Park and eight neighborhood areas for an estimated 29,557 persons.

Conducted summer playground activities at 12 playgrounds for an estimated 55,176 children, an increase of 664 over 1965.



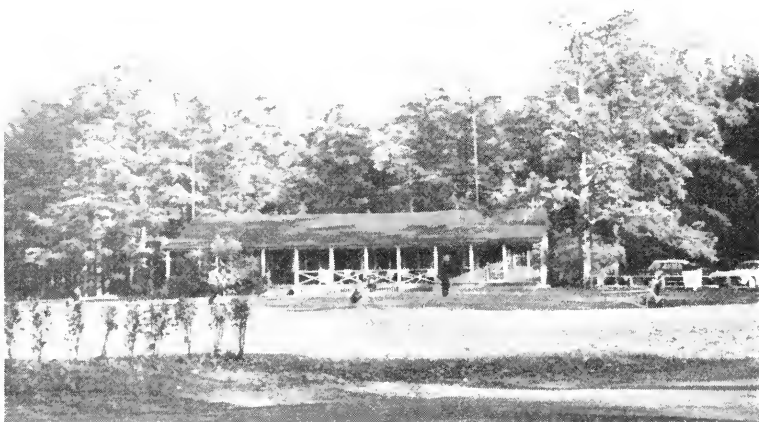
Youngsters at Kimball Playground make hats with their names on them — one of many creative craft projects carried out at city playgrounds during the past summer.

Maintained seven swimming pools and one wading pool and provided swimming lessons for an estimated 151,844 children, an increase of 38,915 over last year.

Sponsored 4th of July fireworks viewed by an estimated 14,000 persons.

Assisted the East Concord Women's Club in completion of Merrill Park shelter and pond.

Built shelters at Thompson and Reed Playgrounds, storage shelter at Memorial Field, fence and baseball diamond at Heights Playground, a hard-surface court at Kimball Playground, and placed log siding on Rolfe Park barn.



Concord points with pride to the fact that Beaver Meadow Golf Course is the oldest golf course in New Hampshire, having its beginning in 1896. The present clubhouse (shown above) was built in 1899.

Maintained, in addition to major recreation facilities, 20 small parks and roadside monument areas.

Cleared roadway and site for new Beaver Meadow clubhouse.

This year marked the beginning of the first phase in a \$275,000 three-phase program for improvement and expansion of Beaver Meadow Municipal Golf Course. This program will include construction of a new clubhouse, entrance road and parking lot and land acquisition for eventual expansion of the course from nine to 18 holes. At the end of 1966 the City had purchased the major portion of the land needed; however, plans for construction of the new clubhouse were temporarily slowed for modification of design when it appeared that cost of construction would drastically exceed the appropriated sum.

Estimated 48,000 rounds of golf played at Beaver Meadow during 1966.

Noted a sizeable increase in junior season ticket sales — Sold season tickets:

	1966	1965
Adult	222	229
Junior	69	49
Special	45	33
Total	336	311

WELFARE DEPARTMENT

The City Welfare Department is responsible for providing assistance to those persons in the community who do not have the financial resources to meet their basic needs.

Marital difficulties and insufficient income continued to be the major causes of relief need in 1966. Reasons for relief and the approximate per cent of cases in each category during 1966, compared with 1965, were:

	1966	1965		1966	1965
Marital difficulties	28%	37%	Unemployment	13%	12%
Insufficient income	27	24	Unemployable	6	9
Sickness	21	9	Alcoholism	5	9

The City, State and Federal government share in the total cost of welfare aid. Although there was a decrease in Old Age Assistance cases the expenditure increased some \$10,000 over 1965 due to rising cost of nursing home care. Average monthly caseloads with total payment by the City, compared with the previous year, were:

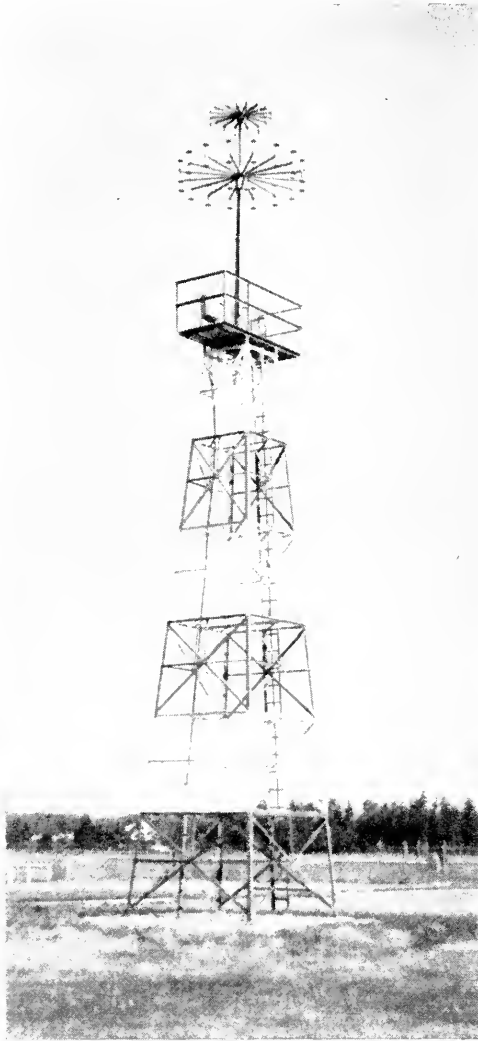
	1966		1965	
	Cases	Amount	Cases	Amount
General Relief	28	\$ 28,643	32	\$33,195
Old Age Assistance*	162	63,202	169	52,449
Aid to Permanently & Totally Disabled**	29	15,791	21	11,774
Total	219	\$107,636	222	\$97,418

* City pays 25% of cost for citizens and 50% for aliens.

** City pays 35% of cost.

CONCORD AIRPORT

Concord's Municipal Airport continued operation under supervision of the City Engineer, with physical maintenance by the Public Works Department.



The new Doppler, UHF-VHF, directional finder atop its 40-foot tower will aid lost aircraft to "home in" at Concord Airport.

Space in the Administration Building is rented to the U. S. Weather Bureau, the U. S. Coast & Geonetic Survey, N. H. Aeronautics Commission and the FAA Flight Service Station. The airport's three hangers are rented to a private flying service.

There were no regularly scheduled commercial flights operated in or out of Concord during 1966. Approximately 20 private aircraft were based at the airport.

Logged 257 instrument approaches.

Recorded 24,000 aircraft take-offs and landings — 13,000 by itinerate aircraft and 9,000 local operations.

The N. H. Aeronautics Commission studied the activity level at the airport, using data obtained from highway traffic counters and spot surveys. An increase in tempo of airport activity was observed during the latter part of the year.

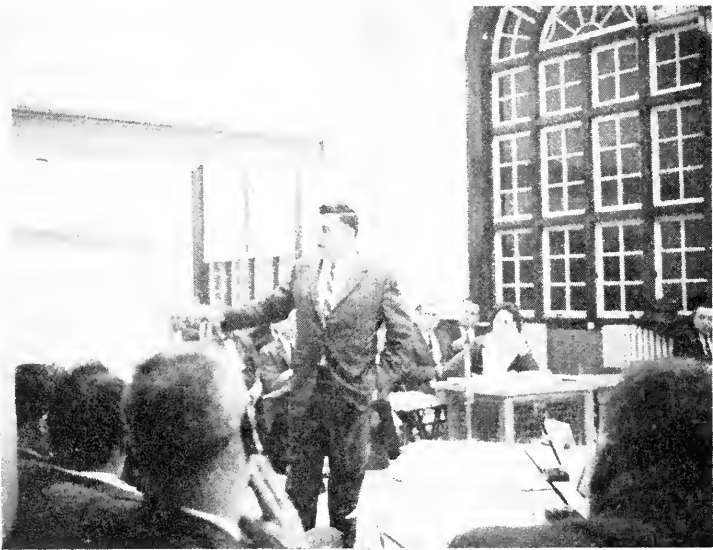
Installation of a low frequency radio beacon in Pembroke by the State of New Hampshire provided Concord Airport with a second instrument approach facility.

The FAA converted its facility (VOR to VORTAC) to enable pilots not only to receive azimuth information (bearing to and from the station) but also to ascertain their distance from the station in nautical miles. The new equipment (see page 36), when used in conjunction with similar facilities located in Montpelier, Vermont, and Augusta, Maine, will aid in locating lost aircraft within a three-point "directional finding net."

BUILDING & INSPECTION DEPARTMENT

This department moved into its newly renovated offices on the second floor of City Hall in June, thus, completing its physical as well as functional separation from the Engineering Department.

Home building in Concord, as in other parts of the country, slowed down from previous years due to the tight mortgage money situation which developed during 1966. Twelve fewer permits were issued for construction of 32 fewer housing units than in 1965, \$12,550 short of the 1965 figure.



A citizen speaks in opposition to the Concord Heights rezoning ordinance at a public hearing at City Hall.

Construction activity on civic and commercial structures continued high. Some projects completed, continued or started during 1966 included the new Federal Building, Concord Electric Company service building, N. H. State Liquor Commission store and warehouse, United Church of Christ retirement community on the Heights, Merrimack Valley Regional High School in Penacook, arts center and skating arena at St. Paul's School; additions to the Public Library, Concord YMCA, and Beede Electrical Company in Penacook.

Issued 343 permits for building construction during 1966:

	<i>Number of Permits Issued</i>	<i>Estimated Cost of Construction</i>
New housing	37	\$ 682,100
Other construction	66	4,615,851
Additions, alterations & conversions	239	2,098,824
Relocation	11	17,000
Totals	343	\$7,413,775

Continued the house to house inspection program — checking for minimum housing standards — made 2,397 such inspections.

Made the following other inspections:

Buildings	875	Electrical	1,711
Signs	113	Zoning	177
Plumbing	432		

Issued the following work permits:

Electrical (changes, additions, new services, signs, oil burner and TV installations)	995
Plumbing	101
Signs (including billboards)	76
Demolition	47

Stepped-up enforcement program to eliminate all junk cars stored in violation of the Zoning Ordinance.

The Zoning Board of Adjustment heard 92 appeals, 80 of which were approved.

ENGINEERING DEPARTMENT

Between the conception of a public improvement project and the commencement of work by city crews or private contractors, a vast amount of work must be done. It is the job of the Engineering Department to provide field surveys, designs, plans, specifications and inspection services for all city construction work.

The majority of engineering projects undertaken are in connection with Public Works Department activities — During 1966 these involved:

1,850 lineal feet of street construction — 1,600 lineal feet of this reconstruction between Roy and Guay Streets.

1,022 lineal feet of sanitary sewer.

3, 099 lineal feet of storm sewer — 2,200 lineal feet of this in Christian Avenue.

Reconstruction of the westerly approach to Sewalls Falls Bridge.

9,150 lineal feet of sidewalk — 5,300 lineal feet of this on Pembroke Road.

6,733 lineal feet of street descriptions and returns — including 2,920 lineal feet of Airport Road (widening at northerly end), 1,178 lineal feet of Christian Avenue, 1,160 lineal feet of Curtisville Road (southerly portion).

Layouts for driveway and proposed one acre addition at Soucook Cemetery.

Engineering services rendered to other city departments included:

Main extension in Curtisville Road, and topography and detail plan for proposed filtration plant for the Water Department.

Layouts for McKee Square and parking lot at Memorial Field, and topography and detail for proposed golf course club house for the Recreation & Parks Department.

Mapped lines for future streets for the Planning Department.

Plotted new buildings and additions on the Assessor's maps.

The Engineering Department is custodian of a variety of data in the form of permanent files, maps, aerial photography, etc., kept accurately up-dated and available for reference by other departments and the general public.

Processed 550 deeds.

Revised ward maps, sewer records and maps, city owned land maps and street line maps.

Printed Assessor's maps for public distribution.

Set bounds for 80 streets.

Made 60 street line investigations.

Established a U.S.G.S. Bench Mark System in the South End and Heights areas.

PUBLIC WORKS DEPARTMENT



Special spring and fall clean-up campaigns are conducted each year, picking up lawn, garden and other refuse unsuitable for collection in the packers.

The Public Works Department is the city's largest department in terms of personnel and expenditure. It consists of six divisions each performing a vital function in the improvement and maintenance of the physical city.

This marked the fourth year in the HIGHWAY DIVISION'S program of resurfacing heavily travelled streets. Sections of several streets in the city proper were resurfaced by the Lane Construction Company, contractors, with an emulsion type asphalt surface which "heals" itself and cuts the cost of maintenance and patching. A mix-in-place surface was applied prior to sealing on many streets in the Penacook area.

Reconstruction of the West Concord approach to the Sewalls Falls Bridge was completed by E. D. Sweat Company, contractors. The bridge was closed to traffic for three months while the western approach was shortened by about 80 feet in a land-fill operation and the old timber deck on the western end was replaced with a concrete deck.

Continued the North State Street widening program toward Pleasant Street as far as the YMCA building.

Constructed new asphalt sidewalks and continued asphalt overlays in the central areas of Concord and Penacook — Continued to replace old asphalt sidewalks with concrete in the heavily travelled downtown areas.

Performed extensive renovation work at City Hall.

Controlled roadside brush with non-toxic spray and mowed roadsides along all country roads.

Sandblasted and applied three coats of paint to Sewalls Falls Bridge.

Repaired Horse Corner Bridge with plank cut by city forces.

Did plowing, sanding and salting of highways and sidewalks as required — Put out and picked up snow fence and sand boxes.

The SEWER DIVISION maintains the city's vast network of sanitary and storm sewer lines. This may involve any service from major repairs to a sewer line to silencing a noisy manhole cover.

The following sanitary sewer maintenance work was performed by Sewer Division personnel:

Cleaned 22,706 feet of main.

Built 13 manholes and repaired 37 manholes.

Added 39 new house connections and discontinued nine.

Set 144 lateral plugs and 24 main line plugs.

Repaired main at 19 locations.

Sewer Division crews constructed 360 feet of storm sewer line in Pembroke Road and 133 feet in Garvins Falls Road at a considerable saving of money to the city. Other work was performed on storm sewer lines:

Built 13 catch basins and repaired 56 catch basins.
Built two manholes and repaired 10 manholes.
Laid six catch basin connections and repaired four.
Cleared 43 plugged catch basins.
Cleaned 22,750 feet of main.

The REFUSE DIVISION performs the vital, if unglamorous, task of city scavenger, removing tons of unwanted material and depositing it in the sanitary land-fill area. This year the city opened a new dump site off Ft. Eddy Road, the third such area since the sanitary fill method of refuse disposal was adopted in 1957.

Travelled 43,000 miles with city trucks and packers on collection routes.
Picked up and disposed of 67,000 cubic yards of refuse.
Maintained the sanitary land-fill area open to the public every day of the year.

The TREE DIVISION carried on its constant battle against the Dutch elm disease. This year the city launched a preventive health care program in an attempt to protect its 300 healthy elm trees. A recently developed chemical, Bidrin insecticide, was injected into the sap stream of each tree. About 100 dead elms are removed from city property every year.
Sprayed the foliage on all city elm trees with methoryclor once during the summer season.

Continued the usual removal, pruning and planting program.

The GARAGE & STORAGE DIVISION performs emergency and routine maintenance on all city vehicles. A stockroom is maintained so that frequently used items may be readily available and the city may take financial advantage of quantity purchasing.

Received delivery on 11 new pieces of equipment purchased through the Equipment Replacement Fund.

The CEMETERY DIVISION of the Public Works Department maintains 11 public and two private cemeteries. This includes all the necessary tasks involved in keeping our cemeteries clean and attractive, buildings and equipment in good repair, construction of new blocks, preparing lots for burials and setting of memorial stones, and keeping of accurate records.

Made 378 interments — 264 in city cemeteries, 92 in Calvary and 22 in Penacook Calvary — an increase of 22 over last year.

Sold 85 lots, an increase of only two over last year.

Received 15 trusts on old lots, including additions to existing trusts and flower trusts.

Set 224 markers, plus an undetermined number of Government markers.

Set 268 corner posts, 24 more than last year.

Lowered a great number of old markers and corner posts for improved appearance and easier maintenance of lots.

Removed 15 diseased elm trees.

Used about 500 cubic yards of loam for grading lots — Hauled approximately 3,000 cubic yards of fill for the extension of new blocks.

Laid 600 feet of plastic water pipe in Beth Jacob section of Blossom Hill Cemetery.

Set out flowers in cemeteries for Memorial Day.



A historical marker has been erected on North State Street to assist tourists in locating the grave of U. S. President Franklin Pierce in the Old North Cemetery.

WATER DEPARTMENT



For the first time in four years our water supply was sufficient to permit flushing of all hydrants and mains in the system.

Concord still faced a serious water supply problem at the beginning of 1966, with the elevation of Penacook Lake 10' 4" below spillway elevation and another dry year predicted. The years 1960 through 1966 saw a total deficit of 49.22 inches of precipitation. However, due to installation of the new and larger pump at Turkey Pond and a smaller deficit in precipitation than in 1965 the elevation of Penacook Lake on December 31, 1966 was less than five feet below spillway elevation.

Pumping continued on a 24-hour basis from Turkey Pond, January 1 through May 31. Without this supply, and that pumped from the Sanders Well Field, the situation would have been very serious.

In order to ease the water shortage, Brezner Tannery in Penacook restored its old water system, bringing water from the Contoocook River into their plant for the initial process of washing and cleaning hides. This made possible a saving of more than 500,000 gallons of water per day. Water consumption during 1966 fell 3,969,000 gallons below the 1965 figure, reflecting conservation measures by businesses and households.

By action of the Board of Aldermen, the firm of Camp, Dresser & McKee was engaged to design and prepare plans for the proposed filtration plant and underground storage tanks to be located at Penacook Lake.

Concord's water rates, last adjusted in 1957, came under close scrutiny during 1966. A study by Camp, Dresser & McKee, consultants, revealed Concord's rates to be among the lowest in the East. The consultants recommended doubling the existing rates (\$1.00 minimum quarterly charge for 1,500 cubic feet of water used) and raising rates on a sliding scale to water consumers using greater quantities. The Board of Aldermen at a meeting in September, 1966, approved a 50% increase in water rates (to \$6.00 minimum quarterly charge for first 1,000 cubic feet used), effective on October 1, 1966.

The major replacement construction project of the year was carried out in connection with the rebuilding of Interstate 93 at the intersection of Bridge Street and construction of the new bridge across the Merrimack River.

Supplied 1,439,194,000 gallons of water during 1966, or an average of 3,942,997 gallons per day (about 131 gallons per person a day).

Pumped 860.7 million gallons of water from Turkey Pond into Penacook Lake — 60% of the total consumption for the year.

Pumped 426 million gallons from the Saunders Well Field — 30% of the city's total water consumption.

Laid water main extensions in Ft. Eddy Road and McGuire Street (city proper), Bog Road and Sewalls Falls Road (West Concord) and Cherry Street, Christian Avenue and Cricket Lane (on the Heights) — using 5,234 feet of cement lined cast iron pipe in six and eight inch sizes — making a total of 115.8 miles of main now in the system.

Relaid nearly 1,000 feet of eight, ten, twelve and fourteen inch cement lined cast iron pipe in connection with the Interstate 93 project, replacing pipe laid in 1905 and 1928 — also replaced two and set 11 new hydrants, relaid 28 services and replaced 67 meters.

Laid 520 feet of 14 inch welded steel pipe across the new Merrimack River Bridge.

Installed 17 main line valves and six valves on hydrant branches — a total of 1,798 valves in the system.

Installed 82 new meters and discontinued 15 old meters — for a total of 5,937 meters now in the system.

Repaired and returned to service 368 meters.

Drained and cleaned the reservoir on Penacook Street for the first time in 15 years.

Treated Penacook Lake with copper sulfate to retard the growth of algae.

Tested and serviced all heating equipment, electrical and recording equipment.

Started a remodeling project in the basement of the North State Street shop to provide locker, lunchroom and toilet facilities for the men of the department.



The new Water Department office building, known as the Flanders Building for retired Assistant Superintendent Ralph W. Flanders, was completed and occupied in May, 1966.

CONCORD'S HISTORIC PAST



The Pierce house at 18 Montgomery Street as it looks today.



The house restored to its 1842 condition, as visualized by the citizens who hope to preserve it.

IT'S MODERN FUTURE



Probably the best indication of a city's economic progress is its new building construction. Similarly, the manner in which a city preserves its buildings of historical or architectural importance may indicate its cultural standards. This year Concord has made what may prove to be significant advances in both directions.

Due principally to the efforts of a group of Concord citizens, known as the Pierce Brigade, an effort is being made to remove the family home and only house in Concord owned by U. S. President Franklin Pierce from the proposed Capitol Plaza North urban renewal area and to restore it to its 19th Century appearance.

Work was started or completed on several major building projects during 1966. The largest project, the 3.5 million dollar Federal Building at the corner of Pleasant and South Streets (shown under construction above), will be ready for occupancy early in 1967.



The new addition to the YMCA building (above), with its gym and swimming facilities, contributes substantially to Concord's recreational opportunities.

(Below) The N. H. State Liquor Commission's new retail store and warehouse was completed and opened for business this year.



ASSESSING DEPARTMENT

The Assessing Department is administered by a three-man Board of Assessors, two part-time Assessors and a full-time City Assessor who supervises the office.

A reorganization of personnel in the Assessing Department was accomplished during 1966, resulting in the upgrading of three positions, changes in titles of several positions and the reduction of one staff position.

The examination of all assessable property for revaluation by Associated Surveys was started in April and completed in October. The firm then started the review phase which will complete the work in time for the 1967 tax roll.

Issued tax warrants during 1966 as follows:

Property -- Real and personal	\$1,769,640.38
Poll Tax	23,952.00
Bank Stock	10,914.95
Timber Yield Tax	3,121.06
Head Tax	73,615.00

(The above figures include original, jeopardy and supplemental warrants through December 31, 1966.)

Computed city tax rate based on property valuation (100%):

Gross valuation before exemptions		\$128,505,421.00
War Service Exemptions	\$1,709,050.00	
Blind Exemptions	4,000.00	
Meat Stock Exemptions	18,800.00	
Poultry exemptions	2,571.00	
		1,734,421.00
Net Valuation		\$136,970,800.00

Set tax rates for 1966 as follows:

	<i>Concord</i>	<i>Penacook</i>
Municipal	\$18.58	\$18.78
School	21.86	20.36
County	1.76	1.76
	\$42.20	\$40.90

Allowed 2,728.00 poll tax exemptions to veterans, compared with 2,703.00 in 1965.

Allowed \$24,690.41 in abatements through December 31, against the 1966 real estate, personal property and poll tax levy.

Mailed more than 8,000 inventory forms to Concord and Penacook property owners.

Received 200 appeals against 1966 assessments.

Processed 694 transfers of real estate.

The Board of Assessors held 21 meetings during 1966.

Mr. Saleh Dahabrah, official Assessor of the country of Jordan, came to this department via the University of Connecticut in conjunction with the Federal Agency for International Development for instruction in assessing procedures. His visit was most pleasant and the mutual exchange of information proved most interesting and informative to all.

Chief Assessor Edward L. Bartlett, was appointed New Hampshire Representative of the International Association of Assessing Officers for 1966. Mr. Bartlett won the Association's International Donehoo Essay Award, which was presented to him at the International Conference at Toronto, Canada, in September.

COLLECTION DEPARTMENT

The Collection Department is the centralized collection agency for many city services. Payments for real estate, poll and head taxes; interest charges; water bills; motor vehicle permits; rent of buildings and facilities; ambulance charges; service charges for water and sewer connections; new street construction; and special assessment levies are received, recorded and deposited.

Received 1966 tax warrants with supplementals from the Board of Assessors as follows:

	<i>Total Debits</i>	<i>Balance December 31, 1966</i>
Real and Personal Property	\$5,769,720.33	\$889,617.36
Bank Stock	10,914.85	
Timber Yield	2,248.96*	53.94
Total Property	\$5,782,884.24	\$889,671.30
Poll Tax	23,952.00	5,522.00
Total Property and Polls	5,806,836.24	\$895,193.30
State Head Taxes	73,615.00	18,160.00
Total	\$5,880,451.24	\$913,353.30

* Includes special warrants for collection of 1967 taxes.

Opened the Collector's Office on three Friday evenings for the convenience of the public in obtaining motor vehicle permits (March 25) and paying property taxes (November 18 and 25).

Advertised unpaid 1965 property taxes, and held collector's sale — 178 accounts offered and bought by the City for \$64,481.17 — owner's have two years to redeem their property.

Addressed and mailed 15,000 combination head and poll tax bills.

Processed and mailed 544 special assessment bills covering 31 projects.

Prepared and mailed 8,782 real estate bills for Concord and Penacook.

Entered 61 cases in small claims court against delinquent poll and head taxpayers.

Issued 18,607 motor vehicle permits amounting to \$241,760.23 — made refunds of \$757.41, for a total of \$241,002.82 — an increase of \$16,315.91 over last year.

Collected \$29,252.70 in Special Assessments.

Collected \$4,952,585.64 in current year real estate, head and poll taxes.

Collected \$1,185,007.28 in prior year taxes, water bills and miscellaneous revenue.

Collected from all sources in 1966 compared with 1965:

	1966	1965
Number of Accounts	87,064	88,848
Gross Total	\$6,408,605.85	\$6,004,360.14
Refunds	<u>—43,786.07</u>	<u>—12,334.29</u>
Net Total	\$6,364,819.78	\$5,992,025.85

The Tax Collector attended the annual meeting of tax officials conducted by the State Tax Commission, the N. H. City and Town Clerk's Association, and the annual meeting of the N. H. Tax Collector's Association. As in previous years, he headed the City Government Section for the Concord United Fund Drive.

FINANCE DEPARTMENT

The control function in the management of the finances of the City is the chief responsibility of the Finance Department. Budgeting, accounting, and reporting of all expenditures and revenues of the City, as well as the custody and investment of all funds, make up the daily challenge to the dedicated personnel of the department. An extremely efficient operation has been achieved through the adoption of the present system recommended by accounting consultants.

Established fiscal policy provides for an annual balanced budget, and a projected six-year capital improvement program for the City of Concord.

Schedules in the financial section of this report set forth the activity and the year-end position of each of the several funds through which all the financial transactions of the City are handled. Below is a brief summary of activity of each fund during the year 1966 and condition at the end of the year.

GENERAL FUND

The General Fund is the largest and most important in the operating budget of the City. It is from this fund that expenditures are made for most of the essential City services, such as fire and police protection, snow removal, street lighting, repair and cleaning, refuse collection and disposal, health and recreational facilities, and many other services.

Current Surplus resulting from 1966 operations amounted to \$137,671.73. Most of this surplus will be used to reduce the amount to be raised by property taxes in 1967.

Outstanding *debt* payable from the General Fund increased \$135,348. New debt amounting to \$518,000 was incurred, while maturities paid during the year amounted to \$382,652 as detailed in the following schedule:

	<i>Balance Dec. 31, 1965</i>	<i>Payments During 1966</i>	<i>New Debt Issued 1966</i>	<i>Balance Dec. 31, 1966</i>
Municipal	\$1,249,002	\$197,652	\$518,000	\$1,569,350
School	2,075,000	185,000		1,890,000
Total	\$3,324,002	\$382,652	\$518,000	\$3,459,350

Interest Rates rose during the year. Our bonds sold at a rate of 3.60% which compares with 3% for the 1965 issue. Rates on borrowing in anticipation of taxes and other collections ranged from 3.10% in April to 4.19% in September, compared to a high of 2.26% and a low of 2.21% paid in the previous year. Net interest cost for the year on the short term notes was \$22,999 compared to \$12,182 for the previous year. Total

interest paid on long term debt was \$34,790 compared to \$29,045 paid in 1965.

Following is a comparison of *valuations, property taxes, and tax rates* showing changes from 1965 to 1966.

<i>Property Taxes Raised</i>	<i>1965</i>	<i>1966</i>	<i>Increase</i>	
			<i>Amount</i>	<i>Per Cent</i>
For Municipal Purposes	\$2,185,613	\$2,546,660	\$361,047	16.5
For School Purposes	2,774,293	2,980,415	206,122	7.4
For County Purposes	216,095	240,484	24,389	11.3
Total	\$5,176,001	\$5,767,559	\$591,558	11.4

<i>Assessed Valuation</i>	<i>1965</i>	<i>1966</i>	<i>Increase</i>	
			<i>Amount</i>	<i>Per Cent</i>
For Municipal Purposes	\$132,777,150	\$136,970,800	\$4,193,650	3.2
For Union School District	124,053,760	127,935,800	3,882,040	3.1
For Penacook School District	8,764,850	9,078,450	313,600	3.6
For County Purposes	132,810,700	137,004,350	4,193,650	3.2

<i>Tax Rates</i>				
Municipal	\$16.45	\$18.58	\$2.13	12.9
Union School District	21.02	21.86	.84	4.0
Penacook School District	19.24	20.36	1.12	5.8
County	1.63	1.76	.13	8.0
Total City Rate	\$39.10	\$42.20	\$3.10	7.9
Total Penacook Rate	\$37.32	\$40.70	\$3.38	9.1

Collections decreased percentage wise; the year ended with 15.4% of the current property tax levy outstanding, compared to 12.3% outstanding at the end of the previous year.

TRUST FUNDS

Income received increased from \$73,741 in 1965 to \$77,291 in 1966. New trusts received amounted to \$12,554. Gains on sale of securities amounted to \$104,714 compared to \$360 in 1965. Income transferred to General Fund was \$68,059.

PARKING METER FUND

Meter Collections decreased by \$868 from \$57,339 in 1965 to \$56,471 for the current year. Payment of \$3,712 for meters purchased per long term agreement reduced the net income from meters to \$52,759. Income from parking penalties increased from \$9,142 in 1965 to \$10,193 in 1966.

Fund Balance at the close of the year was \$11,126, a decrease of \$1,055 during the year.

Long term *debt* increased from \$28,000 to \$44,500, and new debt of \$18,500 incurred. Maturities amounted to \$2,000.

SANITARY SEWER FUND

Revenue from sewer rentals totalled \$92,827 compared to \$90,568 realized in 1965, an increase of \$2,259. Receipts from all sources increased by \$1,899, from \$112,223 to \$114,122.

The year began with a cash *surplus* of \$93,434 and ended with \$112,975, an increase of \$19,541.

Long term *debt* increased by \$78,000. Maturities paid during the year amounted to \$22,000. New debt was incurred amounting to \$100,000.

SPECIAL ASSESSMENT FUND

Two water extension *projects* were completed and two sanitary sewer extension projects were approved during 1966.

Total *receipts* of this fund were \$77,204. Disbursements totalled \$86,986. Cash balance at the end of the year was \$20,317.

Long term *debt* decreased during the year from \$205,758 to \$174,071. New debt amounting to \$18,580 was incurred. Maturities paid totalled \$50,266.

WATER FUND

Water rentals yielded a total *revenue* of \$300,934, which is 13.5% above the \$265,251 realized in 1965. Receipts from all sources amounted to \$312,645 or \$31,151 more than in 1965.

Cash *surplus* decreased from \$111,730 at the beginning of the year to \$97,497 at the close of the year.

Net decrease of long term *debt* of this fund was \$25,000. Maturities paid amounted to \$25,000 in 1966.

EQUIPMENT MAINTENANCE AND REPLACEMENT FUND

Income from equipment rentals amounted to \$242,353, while operating expenditures and depreciation totalled \$236,390, resulting in a net gain of \$5,963 for the year.

The *reserve* for replacement of equipment increased from \$10,941 to \$15,102. Expenditures for new equipment totalled \$59,339; additions to the reserve amounted to \$63,500. This fund has no outstanding debt.

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BALANCE SHEET — GENERAL AND RELATED FUNDS

December 31, 1966

GENERAL FUND ASSETS

Cash:

Mechanicks National Bank—General Acct.	13,500.92	
Concord National Bank—General Acct.	5,444.86	
Concord National Bank—Payroll Acct.	15,000.00	
Cash in Other Banks—General Account	12,000.00	
Imprest Funds	1,259.41	
Cash for Payment of Bonds & Coupons	592.00	
Temporary Investments	746,102.19	793,899.38

Taxes Receivable:

Current Year Levy—Property	889,671.30	
Current Year Levy—Polls	5,522.00	
Total Current Year	895,193.30	
Less: Reserve for Abatements	22,245.05	872,948.25
Prior Year Levies—Property	24,659.45	
Prior Year Levies—Polls	108.00	
Tax Liens Bought by City—Unredeemed	57,994.27	
Total Prior Years & Unredeemed	82,761.72	
Less: Reserves for Non-Realization	47,965.16	34,796.56

Accounts Receivable:

Water & Sewer Rentals	117,961.44	
Departmental Receivables	23,347.56	
Cemetery Receivables	2,723.00	
Trunk Storm Sewer Assessments	1,273.00	145,305.00
Less: Reserves for Non-Realization		27,343.56

Stores Account:

Public Works Mat. & Supplies Inv.	80,635.97	
Stationery & Supplies Inventory	7,846.54	
Postage Meter Inventory	258.61	88,741.12
Less: Reserves for Non-Realization		88,741.12

Tax Deeded Properties:

Less: Reserve for Non-Realization	783.19
	783.19

State Head Taxes Receivable:

Total General Fund Assets	1,838,005.63
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TRUST FUND ASSETS

Investments	992,099.72	
Cash—Concord National Bank	4,729.16	996,828.88

*CAPITOL FUND ASSETS

Debt Requirements—Municipal	1,569,350.07	
Debt Requirements—School	1,890,000.00	3,459,350.07

BOND FUND ASSETS

Cash—Concord National Bank	33,851.78	
Temporary Investments	593,462.97	
Accounts Receivable	7,138.00	634,452.75

GRAND TOTAL – ASSETS

6,928,637.33

* Does not include Debt Payable from Water, Sewer,
Parking Meter or Special Assessment Funds.

GENERAL FUND LIABILITIES

Accounts Payable:

Unpresented Bonds & Coupons	592.00	
Payroll Deductions Payable	6,899.56	
Current Vouchers Payable	109,070.38	116,561.94

Unexpended Appropriations:

Union School District—Operating Acct.	1,220,269.62	
Interest—Union School District—Bonds & Notes	26,595.00	
Reserve for Encumbrances	63,455.21	
Merrimack Valley School District	46,134.06	1,356,453.89

Due to Other Funds:

Water Funds	81,719.96	
Sanitary Sewer Fund	86,886.37	
Parking Meter Fund	11,126.33	
Equipment Maintenance & Replacement Fund	25,227.97	201,960.63

Advance Deposits:

710.83

Taxes Due to State of N. H.:

Head Taxes	21,128.50	
Timber Yield Tax—ajc Debt Retirement Fund	518.11	21,646.61

Total General Fund Liabilities

1,700,333.90

Current Surplus:

137,671.73

Total General Fund Liabilities & Surplus

1,838,005.63

TRUST FUND LIABILITIES

Principal	950,618.38	
Accumulated Income	16,210.50	996,828.88

CAPITAL FUND LIABILITIES

Bonded Debt	3,449,546.00	
Advance by State for Airport Construction	9,801.07	3,159,350.07

BOND FUND LIABILITIES

Reserve for Constr. or Equipment Authorized	512,075.71	
Reserve for Encumbrances	122,377.01	634,452.75

GRAND TOTAL — LIABILITIES

6,928,637.33

STATEMENT OF CURRENT SURPLUS GENERAL FUND

For the Year Ended December 31, 1966

Unappropriated Balance, December 31, 1965	98,109.23	
Applied to 1966 Budget	95,000.00	
Balance Remaining		3,109.23
1966 Budget Surplus:		
Unencumbered Balance of Appropriations	136,863.55	
Revenue in Excess of Estimates	26,538.69	163,402.24
Plus: Unencumbered Balances of Prior Year Appropriations	17,058.71	
Excess Reserve Liquidated:		
Reserve against Tax Deeded Property	86.74	17,145.45
Sub Total		183,656.92
Less: Additional Reserves Set Up:		
To increase reserve against Prior Year Taxes to 100%	31,914.11	
To increase reserve for Non-Realization of Stores		
Accounts to 100%	6,625.30	
To increase reserve for Non-Realization of		
Accounts Receivable	7,445.78	45,985.19
Unappropriated Surplus, December 31, 1966		137,671.73
Less: Amount Reserved for Adjustment		12,671.73
Amount Available for Reduction of 1967 Tax Levy		125,000.00

STATEMENT OF REVENUES

For the Year Ended December 31, 1966

	<i>Budget Estimate</i>	<i>Revenues Realized</i>	<i>Excess</i>	<i>Deficiency</i>
<i>Local Taxes—Exc. Curr. Yr. Prop. & Polls</i>				
Added Taxes, Prior Yrs.—Prop.		649.07	649.07	
Added Taxes, Prior Yrs.—Poll	500.00	928.00	428.00	
Interest, Penalties & Costs	16,000.00	17,185.94	1,185.94	
Auto Permits	214,000.00	241,002.82	27,002.82	
Rent & Profit Tax Deeded Prop.		9,390.55	9,390.55	
Timber Severance Tax	1,200.00	1,874.13	674.13	
	231,700.00	271,030.51	39,330.51	
<i>State Tax Contributions</i>				
Railroad Tax	1,000.00	2,670.64	1,670.64	
Savings Bank Tax	32,000.00	34,285.47	2,285.47	
Interest & Dividend Tax	92,000.00	98,613.88	6,613.88	
Loss of Taxes—State Forest Lands	40.00	584.98	544.98	
	125,040.00	136,154.97	11,114.97	

	<i>Budget Estimate</i>	<i>Revenues Realized</i>	<i>Excess</i>	<i>Deficiency</i>
<i>Licenses & Permits</i>				
Bicycle Registrations	550.00	478.00		72.00
Taxi Licenses	400.00	910.50	510.50	
Health Licenses	580.00	576.00		4.00
Amusement Licenses	2,350.00	2,627.75	277.75	
Police & Protective Licenses	270.00	416.00	146.00	
Prof. & Occupational Licenses	60.00	44.00		16.00
	4,210.00	5,052.25	934.25	92.00
<i>Registration Fees & Permits</i>				
Marriage Licenses	1,200.00	1,245.00	45.00	
Recording Fees—Legal Documents	4,000.00	4,667.00	667.00	
Filing Fees	100.00	121.00	21.00	
Sundry Fees—City Clerk	1,500.00	2,029.50	529.50	
Dog Licenses	4,700.00	5,070.70	370.70	
	11,500.00	13,133.20	1,633.20	
<i>Departmental Service Charges</i>				
Rent of Buildings	2,600.00	1,688.10		911.90
Comfort Station Concessions	650.00	605.76		44.24
Golf Fees	14,900.00	14,623.50		276.50
Memorial Field Royalties & Concess.	300.00	250.00		50.00
Other Recr. Dept. Revenues	1,000.00	481.88		518.12
Police Dept. Ambulance Charges	950.00	1,223.00	273.00	
Airport—Rent	15,318.00	15,617.96	299.96	
Airport—Concessions	122.00	82.38		39.62
Fines & Forfeits	22,500.00	28,252.12	5,752.12	
Misc. Dept. Service Charges	2,350.00	2,448.04	98.04	
Weights & Measures Fees	500.00	675.55	175.55	
Comm. on Head Tax Collections	6,600.00	6,002.50		597.50
Community Center Revenue	1,500.00	1,284.81		215.19
	69,290.00	73,235.60	6,598.67	2,653.07
<i>Unclassified</i>				
Interest Income	5,000.00	11,595.26	6,595.26	
Sale of Property	500.00	39.76		160.24
Sub. Div. Assess. Prior Yrs. Constr.	160.00	180.00	320.00	
Sale of Ordinances	10.00	6.00		4.00
All Other	40.00	17.55		22.45
Payment in Lieu of Taxes		734.81	734.81	
	5,710.00	12,873.38	7,650.07	486.69
TOTAL MISC. REVENUES	447,450.00	511,479.91	67,261.67	3,231.76
<i>Current Year Property & Polls</i>				
Property Tax	5,764,140.49	5,725,182.32		38,958.17
Poll Tax	21,800.00	21,352.00		448.00
National Bank Stock Tax	9,000.00	10,914.95	1,914.95	
	5,794,940.49	5,757,449.27	1,914.95	39,406.17
TOTAL REVENUES	6,242,390.49	6,268,929.18	69,176.62	42,637.93

STATEMENT OF APPROPRIATIONS AND EXPENDITURES — GENERAL FUND

For the Year Ended December 31, 1966

	Current Yr. Approp.	Other Credits	Transfers	Total Available	Net Expend.	Carried Fwd. to '67	Unen- cumb. Bal. to Surp.
<i>General Government</i>							
Mayor	21,081.00			21,265.00	21,260.31		466
City Clerk	16,425.00	314.00	184.00	16,739.00	16,395.65	291.35	51.80
City Auditor	30,890.00			30,890.00	30,287.01		602.99
City Treasurer	15,637.00			15,637.00	15,485.60		151.40
Tax Collector	28,268.00	36.45		28,304.45	28,134.59		169.86
Assessing Department	47,737.00		3,500.00	44,237.00	44,075.56		161.44
Board of Aldermen	6,500.00		1,000.00	7,500.00	6,505.71		994.29
City Solicitor	6,650.00	650.00	700.00	8,000.00	7,572.60		127.40
Elections	9,838.00			9,838.00	9,724.57		113.43
District Court	17,565.00			17,566.00	17,106.18	6,900.00	459.82
Planning Department	17,885.00	1,900.00		19,785.00	12,546.57		338.43
Operation of City Hall	23,970.00		604.00	23,366.00	22,274.21		1,091.79
Zoning Board of Adjustment	475.00			475.00	375.28		99.72
Independent Audit	1,600.00			1,600.00	1,339.67		240.33
Reports and Printing	10,130.00			10,130.00	8,799.37	862.68	167.95
Repairs to City Buildings	4,700.00	600.00	420.00	5,720.00	5,389.51	270.00	60.49
Personnel and Purchasing	14,003.00			14,003.00	13,939.83		63.17
	273,355.00	3,500.45	1,800.00	275,055.45	261,292.25	8,324.23	5,498.97
<i>Protection of Persons and Property</i>							
Police Department	349,893.00	35.99		349,928.99	346,326.99	66.40	3,535.60
Fire Department	532,954.00	583.00	17,550.00	545,987.00	487,015.71	1,101.69	27,869.60
Probation Officer	810.00			810.00	637.91		172.09
Blister Rust Control	300.00			300.00	298.90		1.10
Civil Defense	8,363.00	614.05		8,977.05	8,500.01	404.10	72.91
Engineering Inspection	44,044.00	1,286.12		45,330.12	43,199.60		2,130.52
Scaler of Weights & Measures	2,400.00			2,400.00	2,305.66		94.34
	938,764.00	2,519.16	17,550.00	923,733.16	888,284.81	1,572.19	33,876.16

Health

Health Department	6,805.00	6,805.00	6,571.31	233.69
Sanitary Inspection	7,595.00	7,595.00	7,386.21	208.79
Visiting Nurse Assoc., Concord	10,000.00	+ 5,000.00	15,000.00	4,550.00
Visiting Nurse Assoc., Penacook	450.00	— 450.00		
Concord Hospital	13,460.00		13,460.00	
	38,310.00	+ 4,550.00	42,860.00	4,992.48

Sanitation & Waste Removal

Comfort Station	7,980.00	7,980.00	7,602.19	377.81
Refuse Collection & Disposal	118,836.00	118,836.00	118,628.92	207.08
Street Cleaning	65,400.00	65,400.00	62,118.68	3,281.32
	192,216.00		188,349.79	3,866.21

Public Service Enterprises

Cemetery Administration	15,390.00		15,390.00	910.44
Cemetery Maintenance	32,095.00 *	50,900.00	82,995.00	10,002.01
Airport	29,080.00 *	351.66	30,331.66	7,123.71
	77,465.00	51,251.66	128,716.66	7,123.71
			109,732.88	11,840.07

Highways and Sidewalks

Highway Maintenance	235,479.00		235,479.00	169.52
Snow Removal and Sanding	194,554.00	— 500.00	194,054.00	7,898.27
Sidewalk Maintenance	12,646.00		12,646.00	111.89
Storm Sewer Maintenance	5,415.00		5,415.00	1,877.68
Street Lighting	83,000.00		83,000.00	1,234.90
Engineering and P. W. Adm.	80,188.00		80,188.00	2,928.66
	611,282.00	— 500.00	610,782.00	3,000.00
			593,561.08	14,220.92

Libraries

Public Library & Branches	122,605.00 *	38,300.00	160,905.00	4,917.40
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STATEMENT OF APPROPRIATIONS AND EXPENDITURES — (Continued)

	Current Yr. <i>Approp.</i>	Other <i>Credits</i>	<i>Transfers</i>	Total <i>Available</i>	Net <i>Expend.</i>	Carried <i>Forw. to '07</i>	Un- com- b. Bal. to <i>Surp.</i>
<i>Charities</i>							
Administration—Concord	13,160.00			13,160.00	11,423.86		1,736.14
Administration—Penacook	1,950.00			1,950.00	1,816.55		133.45
General Relief	12,500.00	† 146.00	— 3,620.00	9,026.00	6,927.27		2,398.73
Boarding Home Care—Adult	2,900.00		— 200.00	2,700.00	166.80		2,533.20
Boarding Home Care—Child	14,300.00			14,300.00	12,754.20		1,545.80
Hospital & Medical Care	5,700.00		— 400.00	5,300.00	1,774.69		3,525.31
Old Age Assistance	61,200.00		† 2,200.00	63,400.00	63,201.91		198.09
Aid to Dependent Soldiers	11,200.00	† 25.00	— 600.00	10,625.00	7,491.33		3,133.67
Aid to Perm. & Total Disabled	13,500.00		— 2,620.00	16,120.00	15,790.66		329.34
Family Service Bureau	1,000.00		†	1,000.00	1,000.00		
	137,410.00	171.00		137,581.00	122,047.27		15,533.73
<i>Recreation</i>							
Recreation Administration	16,626.00			16,626.00	13,681.33		2,944.67
Recreation Activities	42,261.00		— 200.00	42,061.00	39,661.86		2,399.14
Community Center Operations	11,535.00		† 200.00	11,735.00	11,501.05		233.95
Golf Course Operations	15,784.00			15,784.00	14,486.22	250.00	1,047.78
Areas & Facilities Maintenance	78,126.00	† 140.00		78,266.00	72,773.44	605.10	4,887.46
	164,332.00	140.00		164,472.00	152,103.90	855.10	11,513.00
<i>Unclassified</i>							
Patriotic Celebrations	1,340.00			1,340.00	1,340.00		
Settlement of White Case	10,000.00			10,000.00	10,000.00		
Employees' Retirement Contribution	79,407.00			79,407.00	78,006.40		1,400.60
New England Council	60.00			60.00	60.00		
Interest—Temporary Loans	14,500.00		† 8,500.00	23,000.00	22,999.10		.90
National League of Cities	150.00			150.00	150.00		
Christmas Decorations	1,000.00			1,000.00	1,000.00		

<i>Special Assessment</i>					
(City & Exempt Property)	3,200.00			3,183.91	16.09
N. H. Municipal Association	830.00			829.78	.22
Community Brochure	500.00			500.00	
S. P. C. A.	1,000.00			1,000.00	
Merrimack Valley Regional Association	300.00			300.00	
General Fund Share in Special Assess.	700.00			700.00	
Re-Assessment Costs	25,000.00			590.57	109.43
Concord Mental Health Center	3,500.00		+	25,000.00	1,500.00
				3,500.00	
	141,487.00		+	148,459.76	1,527.24
<i>Debt Service</i>					
Payment on Long Term Debt	173,260.00	*	24,657.82	197,917.82	265.61
Interest on Long Term Debt	34,791.00			34,790.21	.79
	208,051.00		24,657.82	232,442.42	266.40
<i>Capital Outlay</i>					
Town Road Aid	21,470.00			21,470.00	
Sidewalk Construction	7,962.00	*	2,978.48	10,773.48	4,268.14
Storm Sewer Construction	5,000.00	*	1,067.42	6,897.42	5.69
Other Highway Construction	9,310.00	*	1,204.00	10,514.00	5,915.67
Cemetery Construction		*	1,300.11	1,300.11	
Town Forest	175.00	*	3,000.00	3,175.00	110.23
City Hall & Audit. Renovations	18,000.00			18,000.00	
Community Center Renovations		†	1,604.00	1,604.00	2,642.68
Library Bldg. Alterations	10,500.00			9,900.00	101.21
Recreation Dept. Buildings	3,700.00			5,627.45	1,528.55
Fire Dept., Bldg. Alter. & Renovations	15,000.00			3,696.40	3.60
Widen No. State Street		†	18,997.75	14,760.00	2,702.70
				8,300.00	16,912.07

	<i>Current Yr. Approp.</i>	<i>Other Credits</i>	<i>Transfers</i>	<i>Total Available</i>	<i>Net Expend.</i>	<i>Carried Fwd. to '67</i>	<i>Un- amb. Bal. to Surp.</i>
Purchase Concord Foundry Property	33,550.00			33,550.00	33,548.25		1.75
Purchase C. A. P. Property-Airport	4,000.00			4,000.00	4,000.00		
Storm Sewer to Redington Street	4,200.00			4,200.00			4,200.00
Purchase of Barnett Property	3,500.00	+		3,500.00	3,500.00		
Land Acquisition							
Pembroke Road Improvements	5,000.00			5,000.00	7,000.00		
Garvis Falls Road Storm Sewer	8,000.00			5,000.00	4,858.42		141.58
Fire Dept. Training Facil.	5,000.00	+		8,000.00	1,210.65		6,789.35
Traffic Light - Canterbury Road				6,066.55	3,274.22	2,748.35	43.98
Traffic Light - Snow & So. Main Street				450.00	450.00		
Heights Playground Improv. - Recr.	3,000.00		+	500.00	498.56		1.44
Thompson & Reed P'ground Imp. - Recr.	6,000.00		+	2,400.00	1,660.12		739.88
Garrison Park Improvements - Recr.	2,000.00		+	6,600.00	6,568.63		31.37
Kimball P'ground Improvements - Recr.	1,200.00		+	1,905.00	815.41		1,089.59
Merrill Park Improvements - Recr.	1,000.00	+	+	1,215.00	1,212.68		2.32
Memorial-McKee Square - Recr.	1,300.00		+	2,097.00	2,074.57		22.43
Equipment - Finance Dept.	3,334.00		+	1,380.00	1,377.66		2.34
Equipment - Assessing Dept.	3,333.00		+	2,384.00	2,975.58		8.42
Equipment - Police Dept.	3,660.00		+	4,983.00	4,869.73		113.27
Equipment - Library				3,660.00	3,644.11		15.89
Equipment - Fire Dept.	15,000.00	+	+	5,600.00	5,137.50	386.00	76.50
Equipment - Public Works Dept.	5,000.00			16,200.78	13,398.53	2,788.95	13.30
Equipment - Recreation Dept.				5,000.00	4,654.20		345.80
Equipment - Cemetery Dept.	2,500.00			117.50	117.50		
Equipment - Cemetery Dept.	525.00			2,500.00	2,249.10		250.90
Equipment - Civil Defense	3,333.00	+		525.00	518.90		6.10
Equipment - Collection Dept.				8,348.00	7,922.39		425.61
					171,923.93	41,079.98	15,869.68
	211,215.00	45,858.59	+	258,873.59			
	3,116,492.00	166,398.68	-	3,279,390.68	3,062,013.21	463,455.21	153,922.26
TOTAL MUNICIPAL							

Payments to Other Governmental Units

County Tax	240,483.91		240,483.91		240,483.91	
Union School Dist. — General	2,555,269.62	† 1,225,122.11	3,780,391.73		9,560,192.11	1,220,269.62
Union School Dist. — Bonds & Notes	185,000.00		185,000.00		185,000.00	
Union School Dist. — Interest	55,608.75	† 29,013.75	84,622.50		58,027.50	26,595.00
Penacook Union School District		† 94,101.86	94,101.86		94,101.86	
Merrimack Valley School District	184,536.21	† 6,223.79	190,760.00		144,625.91	46,134.06
	<u>3,220,898.49</u>	<u>1,354,461.51</u>	<u>1,575,360.00</u>		<u>3,282,361.92</u>	<u>\$1,292,998.68</u>
GRAND TOTAL	6,337,390.49	1,520,860.19	7,854,750.68		6,344,374.53	1,356,453.89
* Expendable Income	123,759.49			Carried forward to 1967		
† Brought Forward from 1965	1,397,400.70			‡ Reserved for Encumbrances		63,455.21
				§ Balance of School Appropriation		1,292,998.68
	<u>1,520,860.19</u>					<u>1,356,453.89</u>

STATEMENT OF LONG TERM DEBT

December 31, 1966

	<i>Date of Issue</i>	<i>Date of Maturity</i>	<i>Interest Rate</i>	<i>Principal Paid in 1966</i>	<i>Interest</i>	<i>Balance Dec. 31, 1966</i>
<i>Municipal</i>						
Airport Hanger (Notes)	1956	1966	2.60	4,000.00	104.00	63,000.00
Public Improvements and Land	1957	1968	2.90	31,500.00	2,283.75	20,000.00
Public Improvements and Land	1958	1968	1.90	10,000.00	475.00	75,000.00
Improvements	1959	1969	3.50	25,000.00	3,500.00	9,804.07
‡Airport Runways (Contract)	1959			2,334.21		30,000.00
Storm Sewer Construction	1960	1969	2.90	10,000.00	1,160.00	60,000.00
Improvements	1961	1972	2.80	10,000.00	1,960.00	100,000.00
Public Highway Construction	1961	1972	2.60	30,000.00	3,380.00	70,000.00
Improvements	1962	1973	2.375	10,000.00	1,900.00	83,546.00
Improvements	1963	1974	2.60	14,818.00	2,557.46	210,000.00
Improvements and Equipment	1964	1977	2.90	20,000.00	6,670.00	330,000.00
Improvements and Equipment	1965	1977	3.00	30,000.00	10,800.00	200,000.00
Improvements and Equipment	1966	1978	3.60			
Highway Construction	1966	1971	3.60			
				197,652.21	31,790.21	1,569,350.07
<i>School</i>						
Junior High School and Other	1955	1975	2.10	80,000.00	16,800.00	720,000.00
Dewey School Renov. and Addition	1958	1968	2.30	10,000.00	690.00	20,000.00
Senior High School Renov. & Addition	1959	1984	3.50	15,000.00	29,925.00	810,000.00
Conant School Addition	1961	1970	2.60	15,000.00	1,950.00	60,000.00
Dane and Eastman School Additions	1964	1974	2.75	35,000.00	8,662.50	280,000.00
				185,000.00	58,927.50	1,890,000.00
<i>Self Liquidating</i>						
Water Construction and Land	1949	1969	1.75	10,000.00	612.50	30,000.00
‡Parking Areas	1957	1968	2.90	14,500.00	1,051.25	29,000.00
*Sanitary Sewer Construction	1958	1968	1.90	20,000.00	950.00	40,000.00
Water Construction	1959	1969	3.50	10,000.00	1,400.00	30,000.00
‡Parking Areas	1959	1970	3.30	13,000.00	2,145.00	52,000.00

Parking Areas (Notes)	1960	1979	2.75	2,000.00	770.00	26,000.00
†Sanitary Sewer Construction	1960	1970	3.50	843.00	147.55	3,372.00
†Water Construction (Notes)	1960	1970	3.50	1,080.00	189.00	4,320.00
†Water Construction (Notes)	1961	1971	3.50	2,410.00	506.10	12,050.00
†Water Construction (Notes)	1962	1972	3.50	1,189.00	291.34	7,134.00
†Sidewalk Construction (Notes)	1962	1972	3.50	427.00	104.65	2,562.00
†Sidewalk Construction (Notes)	1962	1972	3.50	220.00	53.90	1,320.00
†Water & Street Construction (Notes)	1962	1967	3.50	460.00	32.20	460.00
†Storm Sewer Construction	1963	1974	2.60	182.00	42.54	1,454.00
†Water Construction (Notes)	1963	1968	3.50	324.60	34.14	649.20
†Sanitary Sewer Construction (Notes)	1963	1973	3.50	240.00	67.20	1,680.00
†Water Construction (Notes)	1963	1973	3.50	1,360.60	381.12	9,524.20
†Sanitary Sewer Construction (Notes)	1963	1973	3.50	552.00	134.56	3,864.00
†Water Construction (Notes)	1964	1974	3.50	420.00	132.30	3,360.00
†Water Construction (Notes)	1964	1974	3.50	1,780.00	560.70	14,240.00
†Water Dept. — Office Building Constr.	1965	1976	3.25	5,000.00	1,787.50	50,000.00
†Sanitary Sewer Construction (Notes)	1965	1975	3.50	278.00	97.30	2,502.00
Land Acquisition — Parking Area (Notes)	1966	1969	3.50		323.75	18,500.00
†Sanitary Sewer Construction	1966	1976	3.60			100,000.00
†Water Construction (Notes)	1966	1976	4.00			4,320.00
†Water Construction (Notes)	1966	1976	4.00			10,100.00
†Sanitary Sewer Construction (Notes)	1966	1976	4.00			4,160.00
				86,266.20	11,834.60	462,571.40
				168,918.41	104,652.31	3,921,921.47

* Approximately 6% payable from Special Assessment.
† Approximately 50% payable from Special Assessment.

‡ Long term agreement to repay advance by State. Annual payments based on amount of gasoline used and sold at Airport.

TOTAL

STATEMENT OF CHANGES IN BALANCES — TRUST FUNDS

For the Year Ended December 31, 1966

Principal Account

	City Cemeteries	City Library	Other City & School	Non-City	Total
Balance January 1, 1966	675,942.54	131,617.66	2,961.73	21,376.45	831,898.38
New Trusts Received	12,553.94				12,553.94
One-Third Sale of Cemetery Lots	1,451.67				1,451.67
Gain on Sale of Securities	48,719.35	55,995.01			104,714.39
Balance of Principal December 31, 1966	738,667.50	187,612.70	2,961.73	21,376.45	950,618.38

Income Account

Balance January 1, 1966	28,861.01	7,160.89	1,608.00	858.14	38,488.04
Interest and Dividends Received	34,686.98	10,480.41	249.41	1,001.22	46,428.05
Two-Thirds Sale of Cemetery Lots	2,903.33				2,903.33
Income from Trusts — Principal Held by Others		27,959.35			27,959.35
Total Income Available	66,461.32	45,600.68	1,857.41	1,859.66	115,779.07
Transfers to General Fund	32,804.41	35,254.98			68,059.39
Transfers to School Districts			57.54		57.54
Direct Grants & Expenses to Outside Parties	219.25	279.85		952.51	1,451.64
Total Disbursements	33,023.66	35,534.83	57.54	952.51	69,568.57
Balance of Accumulated Income December 31, 1966	33,437.66	10,065.85	1,799.87	907.12	46,210.50
Combined Balances of Principal and Income December 31, 1966	772,105.16	197,678.55	4,761.60	22,283.57	996,828.88

BOND FUND GENERAL — DISPOSITION OF PROCEEDS

For the Year Ended December 31, 1966

	<i>Issue of 1958</i>	<i>Issue of 1961</i>	<i>Issue of 1963</i>	<i>Issue of 1961</i>	<i>Issue of 1965</i>	<i>Issue of 1966</i>	<i>Total</i>
Unexpended Balance, January 1, 1966	175.18	2,584.59	388.57	103,742.31	302,108.18		408,998.83
Proceeds of New Issues						636,500.00	636,500.00
Income						81,710.00	81,710.00
Transfer from General Fund					81,710.00	3,500.00	3,500.00
Total Available	175.18	2,584.59	388.57	103,742.31	383,818.18	640,000.00	1,130,708.83
Expenditures (Detail below)			388.57	87,141.08	310,568.38	98,158.05	496,256.08
Unexpended Balance, December 31, 1966	175.18	2,584.59		16,601.23	73,249.80	541,841.95	634,452.75

DETAIL OF EXPENDITURES

— Highway Construction — South State Street	388.57						388.57
Fire Dept. — Aerial Ladder Truck			951.02				951.02
Surveys & Plans — Highway Construction			194.88				194.88
Sewalls Falls Bridge — Replace Decking			43,265.96				43,265.96
Phoenix Avenue Reconstruction			205.22				205.22
Fire Station Construction			42,524.00				42,524.00
Storm Sewer Construction						5,879.75	5,879.75
Public Works Dept. Equipment				8,480.66			8,480.66
Addition to Library Building				10,345.86			10,345.86
South End Highway Improvement				290,443.06			290,443.06
London Road Trunk Sanitary Sewer				1,298.80			1,298.80
West End Sanitary Sewer						214.55	214.55
Town Road Aid Construction						143.04	143.04
Fire Department Equipment						715.18	715.18
Sidewalk Construction						187.85	187.85
Purchase of Property						18,275.25	18,275.25
Police Department — Ambulance						33,589.51	33,589.51
Golf Course Expansion Program						9,526.37	9,526.37
						29,626.55	29,626.55
Total Expenditures			388.57	87,141.08	310,568.38	98,158.05	496,256.08

BALANCE SHEET — SPECIAL ASSESSMENT FUND

December 31, 1966

ASSETS:

Cash — Mechanics National Bank
Deferred Assessments Receivable
Delinquent Assessments Receivable
Water Fund Share of Improvement Cost
Sanitary Sewer Fund Share of Improvement Cost
Parking Meter Fund Share of Improvement Cost
General Fund Share of Improvement Cost

	Water Section	San. Sewer Section	Parking Area Section	General Section	Total
Cash — Mechanics National Bank	9,139.07	6,113.05	3,388.99	1,676.71	20,317.12
Deferred Assessments Receivable	26,689.02	17,048.76	70,139.45	2,411.89	116,289.12
Delinquent Assessments Receivable	455.96	533.83	612.50	38.90	1,641.19
Water Fund Share of Improvement Cost	31,967.19	18,747.92	—	—	31,967.19
Sanitary Sewer Fund Share of Improvement Cost	—	—	4,996.30	—	18,747.92
Parking Meter Fund Share of Improvement Cost	—	—	—	4,996.30	4,996.30
General Fund Share of Improvement Cost	—	—	—	1,968.75	1,968.75
Total Assets	68,251.24	42,443.56	79,136.54	6,096.25	195,927.59

LIABILITIES:

Long Term Debt
Loan Payable to Sanitary Sewer Fund
Reserve for Payment of Interest

Long Term Debt	65,865.40	21,578.00	81,000.00	5,628.00	174,071.40
Loan Payable to Sanitary Sewer Fund	2,385.84	13,544.42	—	468.25	13,544.42
Reserve for Payment of Interest	—	7,321.14	—	—	8,311.77
Total Liabilities	68,251.24	42,443.56	79,136.54	6,096.25	195,927.59

ANALYSIS OF SURPLUS ACCOUNT

Balance, January 1, 1966

Interest Income
Interest Expense
Fees and Costs

Balance, January 1, 1966	2,443.56	6,628.19	—	553.70	8,976.91
Interest Income	2,216.74	1,392.06	1,981.33	213.64	5,713.77
Interest Expense	2,274.46	609.11	3,196.25	221.53	6,301.35
Fees and Costs	—	—	—	77.36	77.36
Balance December 31, 1966	2,385.84	7,321.14	—	468.25	8,311.77

SPECIAL ASSESSMENT FUND

STATEMENT OF RECEIPTS, EXPENDITURES & CASH BALANCE

For the Year Ended December 31, 1966

	Water Section	Salt, Seawater Section	Parking Area Section	General Section	Total
<i>Balance January 1, 1966</i>	8,698.52	14,879.50	5,207.56	1,313.79	30,099.37
<i>Receipts:</i>					
Deferred Assessments	1,485.96	4.90		159.81	1,350.67
Current Assessments	6,949.22	4,120.88	13,671.25	1,002.84	25,744.19
Delinquent Assessments	991.13	670.58	373.02	36.44	2,071.17
Interest and Fees	11.02	30.91		32.04	73.97
Related Fund Share of Principal	8,517.37	3,548.57	14,832.71	492.14	27,390.79
Related Fund Share of Interest	1,225.04	669.73		98.43	1,993.20
Borrowed for New Projects	14,420.00	4,160.00			18,580.00
Total Receipts	33,299.74	13,205.57	28,876.98	1,821.70	77,203.99
<i>Expenditures:</i>					
Construction	13,852.53	6,349.91			20,202.44
Debt Maturities	16,732.20	4,913.00	27,500.00	1,121.00	50,266.20
Interest on Debt	9,274.46	609.11	3,196.25	921.53	16,301.35
Recording Fees				116.25	116.25
Repayment of Loans		10,100.00			10,100.00
Total Expenditures	39,859.19	21,972.02	30,696.25	1,458.78	86,986.24
<i>Balance December 31, 1966</i>	<i>9,139.07</i>	<i>6,113.05</i>	<i>3,388.29</i>	<i>1,676.71</i>	<i>20,317.12</i>

EQUIPMENT MAINTENANCE & REPLACEMENT FUND

STATEMENT OF OPERATIONS

For the Year Ended December 31, 1966

<i>Equipment Earnings:</i>		242,353.52
<i>Operating Expenditures:</i>		
Direct Labor	44,045.62	
Indirect Labor	25,198.38	
Leaves & Longevity	7,282.86	
Building Repairs	832.98	
Gasoline, Oil & Antifreeze	16,777.16	
Repair Parts	46,249.36	
Tires	7,599.58	
Batteries	1,181.77	
Misc. Hardware	2,530.10	
Grease & Lubricants	91.80	
Supplies	2,697.26	
Hand Tools	749.17	
Fuel & Utilities	6,097.72	
Insurance	6,801.27	
Retirement Contributions	6,828.11	
Shop Equipment	155.46	175,118.60
	<hr/>	
<i>Depreciation</i>	61,271.79	236,390.39
	<hr/>	
Net Gain for Period		5,963.13
		<hr/> <hr/>

BALANCE SHEET

December 31, 1966

<i>Assets:</i>		
Equipment	797,005.16	
Due from General Fund	25,227.97	822,233.13
	<hr/>	<hr/>
<i>Liabilities & Funds:</i>		
Municipal Investment	797,568.95	
Capital Reserve Fund	23,197.04	
Surplus, December 31, 1966	1,467.14	822,233.13
	<hr/>	<hr/>

STATEMENT OF CASH SURPLUS

Net Operating Profit for 1966, as above	5,963.13	
Deficit, December 31, 1965	4,495.99	
	<hr/>	
Accumulated Surplus, December 31, 1966		1,467.14

STATEMENT OF RESERVE ACCOUNT

Balance, January 1, 1966		55,736.94
<i>Additions:</i>		
Depreciation	61,271.79	
Equipment Sold	2,228.85	63,500.64
	<hr/>	<hr/>
		119,237.58

Equipment Purchase (as per detail)		
Current Year	51,244.10	
Prior Year (1965)	44,796.44	96,040.54
		<hr/>
Balance, December 31, 1966		23,197.04

DETAIL OF EQUIPMENT PURCHASED

2 Pick-up Trucks	3,317.00	5 Five-Ton Dumps	49,843.37
1 Crew Cab Pick-up	2,494.00	1 Truck Tractor	9,688.00
3 Sedans	5,976.51	1 Tow Behind Compressor	2,249.10
3 One Ton Dumps	9,226.00	1 Tilt Top Trailer	1,321.68
2 2½ Ton Dumps	7,424.72	1 Tractor with Mower	3,655.40
		1 Sidewalk Tractor	844.76
			<hr/>
			96,040.54

BALANCE SHEET — SANITARY SEWER FUND

December 31, 1966

ASSETS

<i>Fixed Assets:</i>		
Land & Right of Way	38,274.97	
Sewer Mains	1,471,620.15	
Manholes	217,488.45	
Customer Connections	243,283.61	
Sundry Equipment	9,618.60	
Unfinished Construction	566.54	
	<hr/>	
	1,980,852.32	
Less: Reserve for Depreciation	866,926.58	1,113,925.74
	<hr/>	
<i>Deferred Engineering Charges</i>		11,678.40
<i>Bond Fund Assets:</i>		99,642.41
<i>Current Assets:</i>		
Due from General Fund	86,886.37	
Investments	32,881.76	
Loan to Special Assessment Fund	13,544.42	133,312.55
	<hr/>	
		1,358,559.10
		<hr/> <hr/>

LIABILITIES & FUNDS

<i>Long Term Liabilities:</i>		
Bonded Debt	134,000.00	
Share in Special Assessments	15,567.71	149,567.71
	<hr/>	
<i>Fund Balance & Surplus:</i>		
Municipal Investment	464,871.96	
Contributions in Aid of Construction	310,322.23	
Surplus Balance: Jan. 1, 1966	396,200.96	
Net Profit for the year 1966	37,596.24	433,797.20
	<hr/>	
		1,208,991.39
		<hr/> <hr/>
		1,358,559.10

STATEMENT OF OPERATIONS — SANITARY SEWER FUND

For the Year Ended December 31, 1966

OPERATING REVENUES

<i>Sewer Rents:</i>		
General	66,911.66	
Industrial	25,915.37	92,827.03

OPERATING EXPENSES

<i>General Operations, Admin., etc.:</i>		
Main and Manhole Operating Expense	15,737.87	
House Conn. Operating Expense	4,050.67	
Maintenance of Mains	3,501.69	
Maintenance of Manholes	3,067.12	
Misc. General Expense	207.10	
Meter Reading & Billings	2,634.07	
Employees Retirement Fund	1,733.66	30,932.18
<i>Depreciation</i>	24,232.68	55,164.86
Operating Income		37,662.17
<i>Add: Non-Operating Income:</i>		
Interest on Investments		1,556.30
		39,218.47
<i>Deduct: Non-Operating Expenses:</i>		
Interest Expense		1,622.23
Net Profit for the Year		37,596.24

BALANCE SHEET — PARKING METER FUND

December 31, 1966

<i>Assets:</i>		
Due from General Fund	11,126.33	
Debt Requirements — Special Assessment	4,996.30	
Debt Requirements — Other	44,500.00	60,622.63
<i>Liabilities:</i>		
Bonded Debt	44,500.00	
Share in Special Assessments	4,996.30	
Unappropriated Current Surplus	11,126.33	60,622.63

STATEMENT OF REVENUES AND EXPENDITURES
PARKING METER FUND

For the Year Ended December 31, 1966

<i>Cash Balance</i> — January 1, 1966		12,180.91	
<i>Revenues:</i>			
Meter Collections — On Street	43,177.99		
Meter Collections — Off Street	9,570.62		
Parking Penalties	10,193.00	62,941.61	75,122.52
	<hr/>	<hr/>	
<i>Operating Expenditures:</i>			
On Street			
Meter Repairs & Maintenance	5,038.89		
Enforcement	14,120.82		
Collecting and Accounting	1,680.13		
Marking Pavements	164.35		
Insurance	259.88		
Retirement Contributions	1,376.73	22,640.80	
	<hr/>		
Off Street			
Meter Repairs	1,268.92		
Enforcement	7,250.93		
Collections	735.04		
Marking Pavements	1,300.00		
Maintenance of Parking Areas	2,573.20		
Lighting	1,997.55		
Insurance & Miscellaneous	138.18		
Retirement Contributions	413.16	15,676.98	
	<hr/>		
<i>Debt Service — Off Streets Areas:</i>			
Payment of Bonds	2,000.00		
Interest on Bonds	1,093.75	3,093.75	
	<hr/>		
<i>Share of Special Assessment Projects:</i>			
Principal		14,832.71	
<i>Capital Outlay:</i>			
Equipment — On Street	436.10		
Construction & Equipment — Off Street	7,315.85	7,751.95	
	<hr/>	<hr/>	
Total Expenditures			63,996.19
			<hr/>
Cash Balance — December 31, 1966			11,126.33
			<hr/>

BALANCE SHEET — WATER FUND

December 31, 1966

ASSETS

Fixed Assets:

Water & Flowage Rights	167,663.11	
Land	211,975.37	
Structures	529,894.13	
Pumping & Purification Equipment	92,170.13	
Distribution Mains, Services, Hydrants & Meters	1,881,261.27	
Other Equipment and Garage Equipment	83,736.35	
Misc. Expenditures during Construction	18,128.49	
Emergency Pumping Station Facilities	89,030.67	
	<hr/>	
	3,073,859.52	
Less: Reserved for Depreciation	907,604.17	2,166,255.35
	<hr/>	

Current Assets:

Due from General Fund	81,719.96	
Investments	16,023.63	
Bond Construction Account	536.24	
Materials & Supplies — Inventory	61,182.83	159,462.66
	<hr/>	
		2,325,718.01

LIABILITIES AND FUNDS

Long Term Liabilities:

Bonded Debt	110,000.00	
Share in Special Assessment Projects	31,967.19	141,967.19
	<hr/>	

Fund Balance and Surplus:

Municipal Investment	963,194.74	
Contributions in Aid of Construction	296,350.13	
Surplus — Balance Jan. 1, 1966	900,357.66	
Net Profit for the year 1966	23,848.29	924,205.95
	<hr/>	
		2,183,750.82
		<hr/>
		2,325,718.01

BOND FUND, WATER — DISPOSITION OF PROCEEDS

For the Year Ended December 31, 1966

Unexpended Balance, December 31, 1965	32,306.97
Expenditures — Office Building Construction	31,770.73
	<hr/>
Unexpended Balance December 31, 1966	536.24

STATEMENT OF OPERATION — WATER FUND

For the year ended December 31, 1966

OPERATING REVENUE

Commercial Sales — Flat Rate	3,036.26	
Commercial Sales — Metered	243,205.60	
Industrial Sales — Metered	54,468.09	
Miscellaneous Water Revenues	223.65	300,933.60
	<hr/>	

OPERATING EXPENSES

Water Supply:

Source of Supply Labor	3,297.00	
Pumping Station Labor	31,366.75	
Purification Labor	5,380.63	
Miscellaneous Labor	2,370.84	
Gravity System Supplies & Expenses	32.77	
Pumping Stations Supplies & Expenses	3,699.73	
Purification System Supplies & Expenses	8,942.84	
Power Purchased	26,057.21	
Repairs to Water Supply Structures & Equip.	416.40	
Repairs to Pumping Station Str. & Equip.	3,014.01	
Repairs to Purification Str. & Equip.	511.91	85,090.09

Distribution:

Distribution Wages	43,683.82	
Meter Department Labor	7,620.20	
Meter Department Supplies & Expenses	163.69	
Other Supplies and Expenses	1,207.28	
Repairs to Structures	389.17	
Repairs to Mains	1,678.80	
Repairs to Services	3,489.89	
Repairs to Hydrants	2,166.62	
Repairs to Meters	2,818.11	63,217.58

Administration:

Commercial Office Salaries	4,070.63	
Meter Reading Salaries	10,524.98	
Commercial Supplies & Expenses	2,253.09	
Salary of General Officer	10,350.00	
Salary of General Office Clerk	5,600.00	
General Office Expense	2,293.81	
Repairs to General Office Str. & Equip.	517.40	
General Expense	5,890.77	
Insurance	6,350.72	
Longevity, Annual & Sick Leaves	11,558.77	
Retirement Fund Payments	12,635.67	
Stores Dept. & Shop Expense	2,401.52	
Garage Expense	1,655.72	
Stationery & Printing	8.10	76,111.18

Fixed Charges:

Depreciation	50,634.99	
Taxes	40.70	50,675.69

Total Operating Expenses

275,094.54

Operating Income 25,839.06

Non-Operating Income:

Income from Invested Funds	2,064.70	
Miscellaneous Income	956.46	
Interest on Extension	13.11	3,034.27
		28,873.33

Non-Operating Expense:

Interest Expense	5,025.04
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Net Profit for the year 23,848.29

DIVISION OF MUNICIPAL ACCOUNTING
STATE TAX COMMISSION
Concord, New Hampshire

June 26, 1967

Certificate of Audit

This is to certify that we have examined and audited the accounts and records of the City of Concord for the fiscal year ended December 31, 1966. In our opinion, the Exhibits included herewith reflect the true financial condition of the City on December 31, 1966, together with the results of operations for the fiscal year ended on that date.

Respectfully submitted,

Harold G. Fowler
Director
DIVISION OF MUNICIPAL ACCOUNTING
STATE TAX COMMISSION

O. Maurice Oleson)
Lionel J. DeGrace)
Edgar O. Pasquera) Auditors
Hugh J. Cassidy)

DIVISION OF MUNICIPAL ACCOUNTING
STATE TAX COMMISSION
Concord, New Hampshire

June 26, 1967

To the Mayor and Board of Aldermen
Concord, New Hampshire

Gentlemen:

Submitted herewith is the report of an examination and audit of the accounts of the City of Concord for the fiscal year ended December 31, 1966, which was made by this Division as requested. Exhibits as hereafter listed are included as part of the report.

Scope of Audit

The accounts and records of all city officials charged with the custody, receipt and disbursement of city funds were examined and audited. An examination was made of a sufficient number of vouchers, payrolls and cancelled checks to satisfy the requirements of accepted standards of audit procedure. Receipts were checked by source insofar as possible. Book balances were verified by comparison with reconciled bank balances made from statements obtained from depository banks.

*Comparative Balance Sheets (Revenue Accounts)—December 31, 1965 —
December 31, 1966: (Exhibit A-1)*

Comparative Balance Sheets (Revenue Accounts) for the fiscal years ended December 31, 1965 and December 31, 1966, are presented in Exhibit A-1. As indicated therein, the Surplus increased by \$39,562.50, from \$98,109.23 to \$137,671.73, in 1966.

Analysis of Change in Current Financial Conditions: (Exhibit A-2)

An analysis of the change in the current financial condition of the City during the year is made in Exhibit A-2, with the factors which caused the change indicated therein. These were as follows:

<i>Increase in Surplus</i>	
Net Budget Surplus	\$180,460.95
Decrease in Reserve Against Tax Deeded Property	86.74
	<hr/>
	\$180,547.69
<i>Decrease in Surplus</i>	
Surplus Used to Reduce Tax Rate	\$95,000.00
Increase in Reserve Against Accounts Receivable	7,445.78
Increase in Reserve Against Stores Accounts	6,625.30
Increase in Reserve Against Prior Years' Property, Poll & Unredeemed Taxes	31,914.11
	<hr/>
	140,985.19
<i>Net Increase</i>	<hr/>
	\$ 39,562.50

Increase in Long Term Indebtedness:

The long term indebtedness of the City (including Municipal, Water and Union District indebtedness) increased by \$173,161.59 in 1966, as shown herewith:

	<i>Long Term Debt December 31, 1965</i>	<i>Bonds & Notes Issued in 1966</i>	<i>Bonds & Notes Retired in 1966</i>	<i>Long Term Debt December 31, 1965</i>
Municipal	\$1,457,860.00	\$640,660.00	\$252,560.00	\$1,845,960.00
Water	203,761.60	14,420.00	42,024.20	176,157.40
School (Union School Dist.)	2,075,000.00		185,000.00	1,890,000.00
Airport Advance (Due State)	12,138.28		2,334.21	9,804.07
	<hr/>	<hr/>	<hr/>	<hr/>
	\$3,748,759.88	\$655,080.00	\$481,918.41	\$3,921,921.47

Statement of Long Term Indebtedness: (Exhibit A-6)

A statement of outstanding long term indebtedness as of December 31, 1966, showing annual debt service requirements, is contained in Exhibit A-6.

Comparative Statements of Appropriations and Expenditures—Estimated and Actual Revenues: (Exhibits A-4 & A-5)

Comparative statements of appropriations and expenditures, estimated and actual revenues for the fiscal year ended December 31, 1966, are presented in Exhibits A-4 and A-5. As indicated by the budget summary (Exhibit A-5), unexpended balances of appropriations of \$153,922.26, plus a revenue surplus of \$26,538.69, resulted in a net budget surplus of \$180,460.95.

Tax Collections:

Tax collections (exclusive of State Head Taxes) of the current year's levy as compared to taxes assessed, for the years 1965 and 1966 were as follows:

	<i>Levy of 1965</i>	<i>Percent</i>	<i>Levy of 1966</i>	<i>Percent</i>
Taxes Assessed — Current Year's Levy	\$5,229,807.53		\$5,820,804.42	
Taxes Collected — Current Year's Levy	\$4,560,544.55	87.2%	\$4,900,918.71	84.2%
Taxes Abated — Current Year's Levy	23,095.24	.4%	24,690.41	.4%
Uncollected Taxes — Current Year's Levy	646,167.74	12.4%	895,195.30	15.4%
	<u>\$5,229,807.53</u>	<u>100.0%</u>	<u>\$5,820,804.42</u>	<u>100.0%</u>

Conclusion:

The provisions of Chapter 184, of the Laws of 1955, require that this report or the summary of findings and recommendations (letter of transmittal) shall be published in the next annual report of the City.

We extend our thanks to the officials of the City of Concord and their office staffs for the assistance rendered during the course of the audit.

Yours very truly,

Harold G. Fowler

Director

DIVISION OF MUNICIPAL ACCOUNTING
STATE TAX COMMISSION

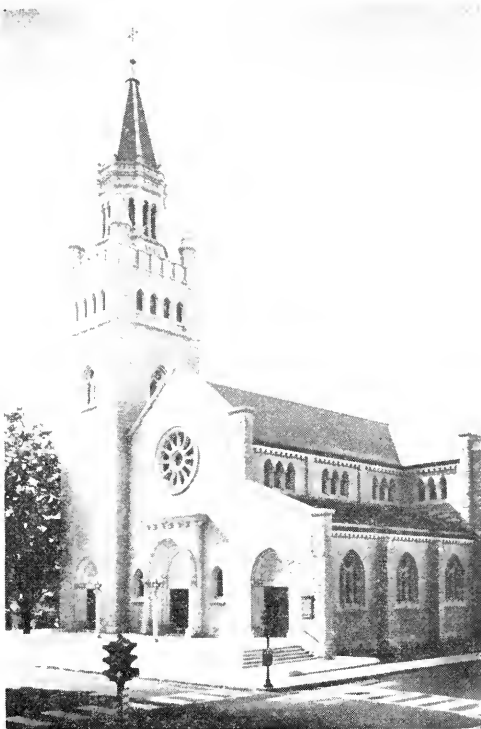
O. Maurice Oleson)

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Edgar O. Pesquera)

Hugh J. Cassidy)

Auditors



1966 marked the observance of the 100th anniversary of the founding of Christian Science by one-time prominent Concord resident Mary Baker Eddy.



The Door of City Hall - - -

As Near as Your Telephone

Be sure to give your NAME AND ADDRESS as well as the NATURE OF THE REQUEST clearly. DO NOT HANG UP until you are sure that your MESSAGE HAS BEEN UNDERSTOOD.

A TELEPHONE DIRECTORY OF CITY SERVICES

Service	Department	Phone
Administration, General	Mayor	224-2391
Airport (Maintenance)	Engineering	224-1955
Ambulance	Police	225-2706
Assessments	Assessors	224-0241
Auditorium, Rental	City Clerk	224-0591
Auto Permits	Collector	224-4261
Bicycle Licenses	Police	225-2706
Birth Certificates	City Clerk	224-0591
Bookmobile	Library	225-2743
Building Permits	Building & Inspection	224-2397
Cemeteries	Cemetery	225-3911
Civil Defense	Civil Defense	224-4342
Dance Licenses	Licensing Board (Mayor)	224-2391
Death Certificates	City Clerk	224-0591
Dog Licenses	City Clerk	224-0591
Elections	City Clerk	224-0591
Engineering	Engineering	224-1955
FIRE	FIRE	225-3355
Golf Course	Recreation & Parks	224-0951
Health, Public	Health	224-0521
Library	Library	225-2743
Maps, City	Engineering	224-1955
Marriage Certificates	City Clerk	224-0591
Milk Licenses & Inspection	Health	224-0521
Mortgages & Conditional Sales	City Clerk	224-0591
Oil Burner Inspection	Building & Inspection	224-2397
Old Age Assistance	Welfare	224-1091
Ordinances & Resolutions	City Clerk	224-0591
Parks & Playgrounds	Recreation & Parks	224-0951
Payments, by City	Finance	225-2775
Personnel, City	Personnel	224-2111
Planning	Planning	224-1955
Plumbing Permits	Building & Inspection	224-2397
POLICE	POLICE	225-2706
Purchasing	Purchasing	224-2111
Recreation & Parks	Recreation & Parks	224-0951
Refuse Collection	Public Works	224-1955
Sanitation, Public	Health	224-0521
Sewers	Public Works	224-1955
Snow Plowing & Sanding	Public Works	224-1955
Street Lights, Reported Out	Concord Electric Co.	225-3641
Street Maintenance	Public Works	224-1955
Taxes, Payment of	Collector	224-4261
Trees, City	Engineering	224-1955
Water, Service	Water	225-5574
Water Bills, Payment of	Collector	224-4261
Weights & Measures	Building & Inspection	224-2397
Welfare, Concord	Welfare	224-1091
Penacook	Overseer of the Poor	753-4211
Zoning Permits & Changes	Engineering	224-1955

For prompt SERVICE dial the DEPARTMENT INVOLVED. If you are uncertain about where to call, dial the MAYOR'S OFFICE, 224-2391.



A SPOT OF BEAUTY AT A BUSY INTERSECTION

In 1961 the Board of Aldermen designated the intersection of Broadway, South and Clinton Streets as McKee Square. This year the tip of the triangle between Broadway and South Street, former site of Gifford's Store, was landscaped and rededicated on October 1, in honor of the late Concord Mayor Charles J. McKee.

